



Suzuki Sustainability Web2025

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An aerial photograph of a dark-colored car driving on a two-lane asphalt road that curves through a dense, green forest. The sunlight filters through the trees, creating dappled shadows on the road and surrounding foliage. The text 'Suzuki Sustainability' is overlaid in white, bold, sans-serif font in the center of the image.

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Message from the President



Representative Director and President
Toshihiro Suzuki

Founder Michio Suzuki built a loom out of a desire to make his mother's job easier, then launched the family business by allowing others around him to use it. That business grew to encompass the motorcycles, automobiles, and marine products businesses. In order to provide optimal products and services focused on customers around the world, Suzuki has always worked to stay connected to customers and convey to them the passion we put into our products, thereby enhancing Suzuki's value and ensuring customers continue to choose Suzuki products.

While expanding into the mobility sector, we have remained committed to the philosophy of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" by creating vehicles that are just the right size for transportation, that are lightweight and fuel efficient, and that are safe and fully equipped with the features that people truly need. In other words, we have been creating safe and small vehicles that require minimal energy.

Suzuki chooses a "multi-pathway" direction to transform into a more sustainable company while focusing more on customers. We aim to achieve carbon neutrality by combining BEVs, HEVs, CNG/CBG vehicles, and FFVs as best-suited to regional communities and lifestyles. We will continue striving to bring our limited resources to the next generation.

In addition, in order to sustainably grow together with our customers, shareholders, business partners, employees, communities, and all other stakeholders based on a foundation of suitable governance, we will earnestly tackle not only environmental measures but also human rights and all of society's many other demands as well.

Our corporate slogan "By Your Side," recently announced in the Mid-Term Management Plan, is a straightforward expression of Suzuki's founding spirit, Mission Statement, and Philosophy of Conduct. To remain focused and dependable for our customers and society, we are not only extending our conventional businesses and updating our traditional ways of doing business, we are also taking on new initiatives, taking on the challenge of discontinuity, and growing both as a company and as individuals. Moving forward, we aim for "an infrastructure mobility closely connected with people's lives."

I hope that our stakeholders keep a close eye on our activities and, as Suzuki fans, that they look ahead with excitement for what lies ahead for Suzuki.

Basic Policy and Promotion Structure

- ▼ Basic Policy Regarding Sustainability
- ▼ Promotion Structure

Basic Policy Regarding Sustainability

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

Origin

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



Suzuki Loom Works at the time of its founding in 1909

Mobility business

In 1952, the history of Suzuki motorcycles began with the launch of the Power Free motorized bicycle, which delighted customers by enabling them to travel longer distances with ease. Three years later, we entered the automobile business with the launch of Japan's first mass-produced mini vehicle, the Suzulight. After that, the launching of outboard motors and electric wheelchairs led us to our current business.



Power Free

Global development

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

A particularly significant turning point in our global development came in 1979 with the birth of the Alto. The Alto, which was sold at a low price that defied convention, was a big hit, and helped to launch the market for mini vehicles in Japan. Moreover, we were able to establish a joint venture company because we were chosen as a partner for India's national car development initiative. Subsequently, Suzuki's reputation in India spread to Hungary, resulting in the expansion of plants into Europe.



Start of Suzuki four-wheel vehicle production at Maruti Suzuki India Limited

For people's prosperous life

In order to "grow together with the countries and regions in which we operate," we have contributed to economic development by promoting local production overseas and providing products and services that meet local needs.

In India, we launched the operation of our automobile manufacturing plant in 1983, and are currently expanding the plant's annual production capacity to 2.35 million units. Our history of factory expansion is also the history of our relationship with business partners, and we move forward on the same path while growing together, building a strong procurement network with a high local procurement ratio exceeding 90%. Furthermore, we have worked to expand our sales and service networks, and the network, which extends to rural areas, is our greatest strength. In recent years, we have been accelerating local R&D and actively recruiting talented engineers. In this way, we are contributing to India's economic growth while creating many local jobs through production, procurement, sales and development in the automobile industry that affects many areas. At the end of March 2023, we had passed 30 million cumulative domestic sales in India. We plan to increase production capacity to four million vehicles at an appropriate time while monitoring market conditions.



Maruti Suzuki Gujarat Plant

Supporting communities by staying close to people's lives

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

In Japan, mini vehicles that are easy to use and economical have become an indispensable part of life as a means to get around, particularly in rural areas where public transport is not easily accessible. Furthermore, "mini-truck markets" are held every year in local cities across Japan as a place to display food products, local specialties and sundries on mini truck beds, as well as to gather together and sell them in shopping districts. These events attract a large number of customers at a low cost, and contribute to the revitalization of local economies.

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

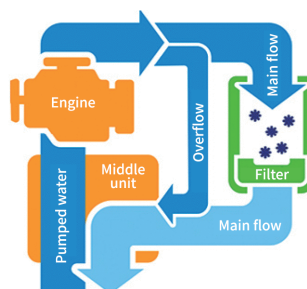


A mini-truck market (Hamamatsu City, Shizuoka Prefecture)

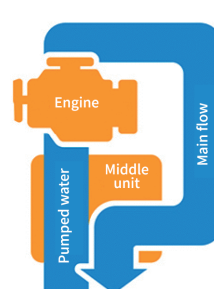
Solutions unique to Suzuki

A feature of the world's first Micro-Plastic Collecting Device for outboard motors, in which mass-production started in July 2022, is that it has an extremely simple structure that also keeps down component costs, rather than being a complicated and expensive device. It was an idea for a device that anyone could have come up with, and yet nobody had actually attempted, which started from a chat during waterside cleanup activities. Embracing the spirit of trying things out, we took on the challenge, refined things through trial and error, and quickly brought the device to market. Our goal was to make it available to as many people as possible, keeping the performance of an outboard motor intact while making it as simple and affordable to produce as we could. With Suzuki's unique ingenuity and passion, grounded in the principles of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," we created a product that customers can enjoy while helping us to address social challenges at the same time.

Schematic Diagram for Installation of the Micro-Plastic Collecting Device



Schematic Diagram of Normal Model



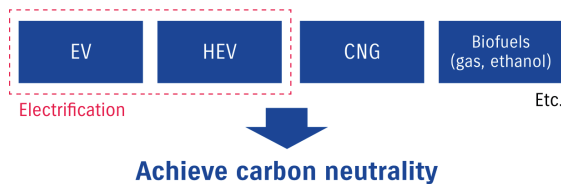
Continuing to be an indispensable presence

Of the various issues confronting the automobile industry, we are making efforts in electrification toward achieving the carbon neutrality that is viewed as being of particular importance. Achieving carbon neutrality requires the reduction of overall CO₂ emissions. We must consider not only emissions from driving but also those generated during vehicle production and fuel refining, including for electricity generation.

Based on this way of thinking, in order to comprehensively reduce CO₂ emissions, we believe it is important to promote a multi-pathway approach of offering hybrid, CNG, and biofuel vehicles in addition to EVs, as well as hydrogen-powered mobility, in combinations that are suited to each region and market.

Automobile business: Multi-pathway

⇒ Aim to achieve carbon neutrality in a manner appropriate to the region and market



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

Moreover, our unique initiative to tackle this challenge is the carbon neutral biogas business, which develops mass-production and supply systems for biogas which is derived from cow dung, dairy wastes that can be seen mainly in India's rural area. This biogas fuel can be used in Suzuki's CNG vehicles, which account for a share of approximately 70% of India's CNG vehicle market, and if we are able to make this materialize, it will enable us to continue providing automobiles at affordable prices. This technology can be developed not just for India, but for emerging countries in Africa and ASEAN, as well as for dairy farming areas in Japan.

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



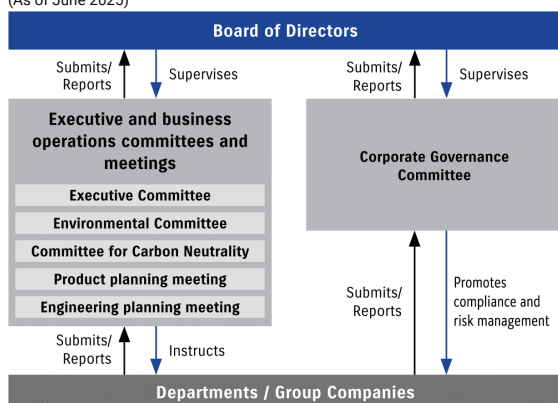
Banas Dairy biogas purification plant
(Banas Dairy and Suzuki are jointly constructing more plants based on this plant)



Promotion Structure

Sustainability Promotion Structure

(As of June 2025)



Main sustainability-related agenda items for the Board of Directors (FY2024)

- ⦿ Carbon-neutral initiatives (EV- and biogas-related)
- ⦿ Personnel strategy
- ⦿ Addressing human rights in the supply chain
- ⦿ Intellectual property governance, etc.
- ⦿ Information security
- ⦿ Initiatives to resolve social issues (NBV activities), etc.

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

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

Materiality

- ▼ Defining Materiality (Key Issues)
- ▼ Efforts for SDGs

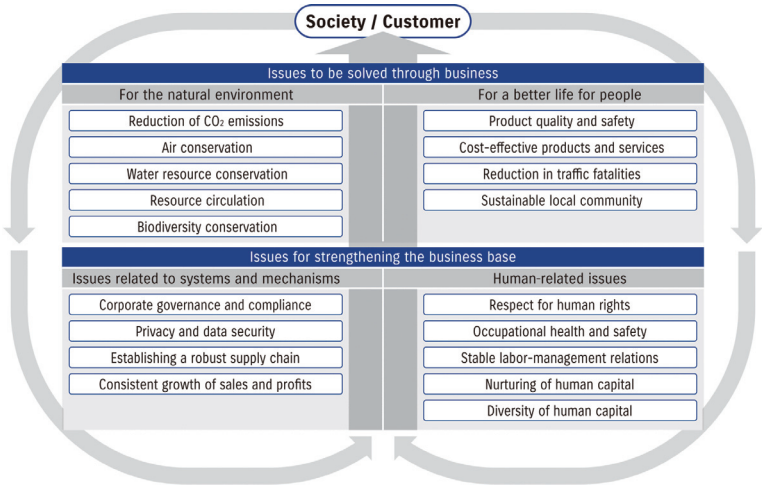
Defining Materiality (Key Issues)

In identifying our materiality, we remained mindful of “focusing on the customer” as stated in our Mission Statement and considered how to contribute to society and customers by solving issues, dividing the issues broadly into two groups: issues to be solved through business and issues for strengthening the business base. We will promote our future initiatives by using the newly identified and organized materiality as the basis of Suzuki’s sustainability policy. Following the formulation of the Mid-Term Management Plan, announced in February 2025, we performed a review of our current materiality (key issues) by giving consideration to changes in the environment surrounding our business.

Steps in defining materiality

Step 1	Identify issues by using various indicators specified in the ESG guidelines, such as the GRI Standards and SASB Materiality Map, as reference.
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.

Materiality matrix



Efforts for SDGs

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

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

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



Through our business



For the natural environment

- Reduction in the amount of CO₂ emitted
- Air conservation
- Water resources
- Recycling of resources
- Biodiversity
- Suzuki Clean Ocean Project

For a better life for people

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

Through strengthening the business base



Issues related to systems and mechanisms

- Corporate governance
- Compliance

Human-related issues

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

Through our community contribution activities



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

Policy for Stakeholders

[Policy for Stakeholders](#)
[Stakeholder Engagement and Examples of Communication Initiatives](#)

Policy for Stakeholders

Target Stakeholders	Approach	How to Communicate & Engage
Customers	<p>For customer satisfaction</p> <p>While keeping in step with the times and taking the opinions of the public into full consideration, use our technologies and sincerity to create useful products of real value that satisfy the customer. Do our best to provide quick, reliable, and stress-free sales and after-sales services in order to enhance customer satisfaction.</p>	<ul style="list-style-type: none"> Marketing activity (sales and after-sales services) Customer Relations Office Customer events Safety driving lectures, etc.
Business partners	<p>For prosperous coexistence</p> <p>Cooperate with business partners on an equal footing, maintain trusting relationships, and strive to create truly valuable products. We will also practice legal compliance, respect for human rights, and environmental protection.</p>	<ul style="list-style-type: none"> Presentation of procurement policy Procurement activity Co-development Exchange of opinions between the management or people in charge, etc.
Employees	<p>For comfortable and worthwhile workplaces</p> <p>Create a workplace based on the following points that allows for employee self-improvement and advancement.</p> <p>(1) Create a safe and healthy workplace for employees.</p> <p>(2) Create a system that fairly evaluates and supports those who want to take initiative in advancing their careers.</p> <p>(3) Create a good and stable employer-employee relationship.</p>	<ul style="list-style-type: none"> Safety and Health Committee Consultation desk Goal Challenge System Self-actualization system In-house education and training program Worksite discussions (The President visits all divisions.) Labor-management discussions, etc.
Shareholders and investors	<p>For improvement of corporate value</p> <p>Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce the management base and improve our corporate value.</p>	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Presentation meetings with institutional investors IR events for individual investors Publication of various reports, etc.
Local community	<p>For a community-friendly company</p> <p>Contribute to the development of local communities through positive communications with local communities and social action programs, and act as a responsible member of society.</p>	<ul style="list-style-type: none"> Local contribution activities in each domestic and overseas office Educational support activity Suzuki Plaza, etc.
Environmental	<p>For global environmental conservation</p> <p>Acknowledge that activities in environmental conservation are the most important part of business management. Promote environmental conservation in accordance with our Suzuki Global Environment Charter through our business activities and products in order to achieve a society with sustainable development.</p>	<ul style="list-style-type: none"> Establishment, promotion, and reporting of the Suzuki Environmental Plan 2025 Holding of and participation in various environmental events Environmental education and lectures, etc.

Stakeholder Engagement and Examples of Communication Initiatives

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

External Assessment of Sustainability

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

FTSE4Good Index Series

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

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

<https://www.globalsuzuki.com/globalnews/2025/0731a.html>



FTSE4Good

FTSE Blossom Japan Index

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

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

<https://www.globalsuzuki.com/globalnews/2025/0731a.html>



FTSE Blossom
Japan Index

FTSE Blossom Japan Sector Relative Index

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

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

<https://www.globalsuzuki.com/globalnews/2025/0731a.html>



FTSE Blossom
Japan Sector
Relative Index

Sompo Sustainability Index

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

<https://www.sompo-am.co.jp/institutional/product/06/>

* The linked page is available in Japanese only.



Sompo Sustainability Index

S&P/JPX Carbon Efficient Index

<https://www.jpjx.co.jp/english/markets/indices/carbon-efficient/>

Morningstar Japan ex-REIT Gender Diversity Tilt Index

<https://indexes.morningstar.com/gender-diversity-indexes>

JPX-Nikkei Index Human Capital 100

The JPX-Nikkei Index Human Capital 100 is a stock index composed of 100 companies with high evaluations regarding human capital. When the index announced the replacement of 31 stocks, Suzuki was selected for inclusion.

<https://www.suzuki.co.jp/release/d/2025/0829/>

* The linked page is available in Japanese only.

Message from the President | Basic Policy and Promotion Structure | Materiality | Policy for Stakeholders | [External Assessment of Sustainability](#)

Acquisition of 2024 Platinum Kurumin certification

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Suzuki has received Platinum Kurumin certification as a company that supports child raising. Platinum Kurumin is a certification awarded to Kurumin-certified companies that meet certain standards, such as advanced progress on the introduction and use of systems to support balancing work with child-raising and so forth.

<https://www.suzuki.co.jp/release/d/2025/0115/>

* The linked page is available in Japanese only.



First Time Recognition as an Outstanding Organization of KENKO Investment for Health (White 500)

Suzuki was recognized as a White 500 organization, one of the top 500 ranking companies among the Outstanding Organizations of KENKO Investment for Health, which recognizes companies that have been outstanding in implementing the KENKO Investment for Health program.

<https://www.suzuki.co.jp/release/d/2025/0310a/>

* The linked page is available in Japanese only.





Environment

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Mid- to Long-Term Targets and Results

▼ Environmental Brand

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

▼ Environmental Plan

Environmental Brand

SUZUKI GREEN

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

SUZUKI GREEN Policy

SUZUKI GREEN Policy represents Suzuki’s environmental doctrine and policy

SUZUKI GREEN Technology

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

SUZUKI GREEN Activity

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

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

Environmental Concept

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

Basic Environmental Policies

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



Suzuki Group environmental organization

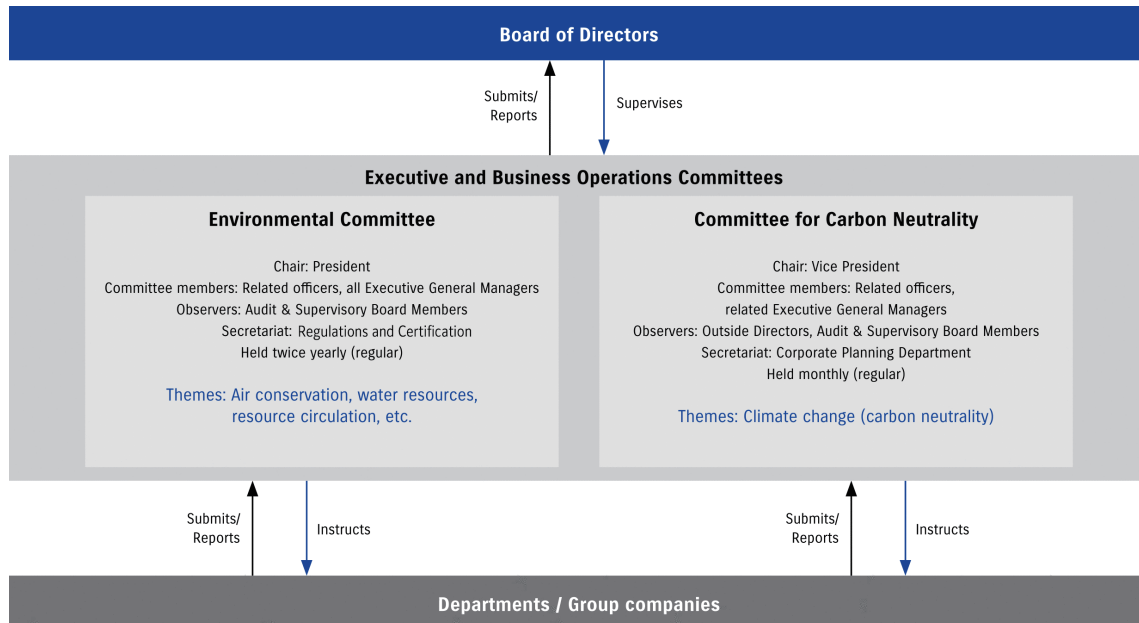
Suzuki has established the Committee for Carbon Neutrality and the Suzuki Environmental Committee, which are executive and business operations committees, directly under the Board of Directors for the purpose of environmental management for the entire Group.

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

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

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

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



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

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

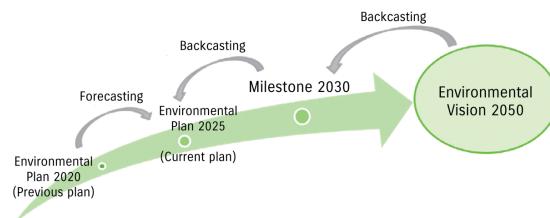
On the occasion of the Company's 100th anniversary in 2020, we set the Suzuki Environmental Vision 2050 as a compass toward 2050, in order to "contribute to society and become a company loved and trusted throughout the world" for the next 100 years.

To make the environmental impact of our business activities "smaller" and "fewer" in number, and to make our impact on the global environment "lighter." To make the time we spend on resolving various environmental problems "shorter." And to ensure that the "beauty" of the Earth always remains rich and abundant. Based on the "Smaller, Fewer, Lighter, Shorter, Beauty" concept, Suzuki aims to realize an ideal future.

Overall image of Suzuki's environmental strategy

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

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



| Suzuki's Environmental Targets

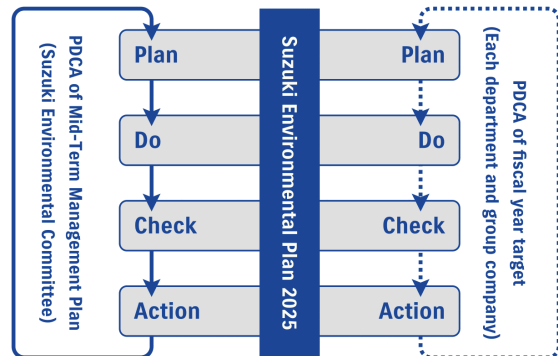
Theme		Suzuki Environmental Plan 2025	Milestone 2030	Suzuki Environmental Vision 2050
Climate change	Product CO ₂	<ul style="list-style-type: none"> CO₂ emitted from products (Automobiles) Reduce by 30% compared to FY2010 (Motorcycles) Reduce by 15% compared to FY2010 (Outboard motors) Reduce by 15% compared to FY2010 	<ul style="list-style-type: none"> Reduce CO₂ emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030 	<ul style="list-style-type: none"> Reduce CO₂ emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050
	CO ₂ emitted from business activities	<ul style="list-style-type: none"> Reduce CO₂ from business activities (Production activities) Reduce by 25% compared to FY2016 (Logistics activities, etc.) Reduce CO₂ emission per sales unit by 9% compared to FY2016, etc 	<ul style="list-style-type: none"> Reduce CO₂ from business activities per sales unit by 45% compared to FY2016 by 2030 	<ul style="list-style-type: none"> Reduce CO₂ from business activities per sales unit by 80% compared to FY2016 by 2050
Air conservation		<ul style="list-style-type: none"> Controlling air pollution (Automobiles, Motorcycles, Outboard motors) Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation Reducing VOCs (Production activities) Reduce VOCs emissions per painted area by 50% or more compared to FY2000, etc. 	<ul style="list-style-type: none"> By 2030: <ul style="list-style-type: none"> Reduce use of fossil fuels in business activities and expand use of renewable energies Contribute to improving air pollution in each country/region by promoting development of clean products Reduce volatile organic compounds (VOCs) from production and products 	<ul style="list-style-type: none"> Minimize air-polluting substances emitted from business activities and products by 2050
Water resource conservation		<ul style="list-style-type: none"> Water resource conservation (Production activities) (Water consumption) Reduce water consumption per unit of global automobile production by 10% compared to FY2016 (Water quality) Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements 	<ul style="list-style-type: none"> Implement reduction of water withdrawal and purification of discharged water at all production sites through specifying water risks surrounding Suzuki by 2030 	<ul style="list-style-type: none"> Realize sustainable use of water resources through minimizing load on water environment by 2050
Resource circulation		<ul style="list-style-type: none"> Promotion of environmentally conscious design Promotion of automobile recycling Promotion of 3Rs (reduce, reuse, and recycle) for batteries Waste reduction Reduction of plastic packaging materials Reduce plastic used in outboard motor-related materials by 12 tons compared to FY2020, etc 	<ul style="list-style-type: none"> By 2030: <ul style="list-style-type: none"> Globally expand automobile recycling system Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electrified vehicles Mitigate waste generation volume at global production sites Reduce plastic packaging materials 	<ul style="list-style-type: none"> Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally expanding recycling technologies and systems developed in Japan by 2050

Environmental Plan

Suzuki Environmental Plan 2025

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

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



Climate Change

Subcategory	Concrete implementation/target	FY2024 Major Results
Reducing CO ₂ emissions from products	[Automobiles] ● Reduce by 30% compared to FY2010	Reduced by 30.1% compared to FY2010 (global average)
	[Motorcycles] ● Reduce by 15% compared to FY2010	Reduced by 15% compared to FY2010 (per unit sales)
	[Outboard motors] ● Reduce by 15% compared to FY2010	Reduced by 16% compared to FY2010 (CO ₂ emissions per unit output)
Reducing CO ₂ emissions from business activities	[Production activities] ● Reduce by 25% compared to FY2016	Reduced by 27.7% compared to FY2016 (0.234 t-CO ₂ per unit)
	[Development, sales, and other activities] ● Proactively promote energy-saving activities toward achieving carbon neutrality, including introduction of energysaving equipment and solar panels	<ul style="list-style-type: none"> ● Promoted higher efficiency facilities and LED lighting at engineering division sites. ● Launched initiatives for tracking energy usage and saving energy with the common environmental goal of "aggressively promoting energy-saving activities to suppress global warming by introducing electricity savings and energy-saving facilities" at four non-manufacturing subsidiaries and 56 sales distributors* in Japan <p>*Four non-manufacturing subsidiaries: Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd. 56 sales distributors: 54 affiliate automobile sales distributors in Japan including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc. and Suzuki Marine Co., Ltd.</p>
	[Logistics and other activities] ● Improve transportation efficiency by reviewing transportation routes and packing style ● Introduce eco-drive support equipment and improve fuel efficiency of transportation vehicles ● Promote the use of transportation by rail (modal shift) ● Reduce CO ₂ emissions from Suzuki's entire transportation activities in Japan Reduce CO ₂ emissions per sale by 9% compared to FY2016	<ul style="list-style-type: none"> ● Increased efficiency of energy use through a modal shift of some truck transportation to rail transportation ● Increased efficiency of energy use by shortening land transport distances for products headed overseas ● Shortened transport distance and reduced energy use in transportation by revising shipping routes for domestic products ● Reduced CO₂ emissions per net sales by 34% compared to FY2016

Air Conservation

Subcategory	Concrete implementation/target	FY2024 Major Results
Increasing the use of renewable energy	[Production activities / Non-production activities] <ul style="list-style-type: none"> Promote the introduction of renewable energy, including solar power 	<ul style="list-style-type: none"> Installed solar power generation system at Manesar Plant in India Installed solar power generation systems at 8 affiliate automobile sales distributors
Controlling air pollution	[Automobiles / Motorcycles / Outboard motors] <ul style="list-style-type: none"> Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation 	[Automobiles] <ul style="list-style-type: none"> Proceeding as planned to obtain certification for ethanol-containing fuel (E20) in India Proceeding as planned to comply with the new EURO 6e regulations in Europe Proceeding as planned to install on-board fuel consumption monitoring (OBFCEM) devices in Japan
		[Motorcycles] <ul style="list-style-type: none"> Strove to reduce exhaust gas emissions and comply with the EURO 5 standards and the 2020 domestic emission gas regulations Optimized engine combustion and catalyst specifications for the new DR-Z4S and DR-Z4SM to comply with the latest exhaust gas regulations Developed the mass production e-Access, Suzuki's first global strategic BEV motorcycle, and began production in India in May 2025 Plans to begin sales from India, rolling out exports to other countries in stages
		[Outboard motors] <ul style="list-style-type: none"> All four-stroke outboard motors have satisfied the U.S. EPA^{*1} regulations, U.S. CARB^{*2} regulations, and EU RCD^{*3} regulations, as well as the voluntary emission regulations of the Japan Marine Industry Association. Obtained three-star rating under the U.S. CARB regulations <p><small>*1 Environmental Protection Agency *2 California Air Resources Board *3 Recreational Craft Directive</small></p>
Reducing VOCs	[Automobiles] Reducing VOCs in car interiors	Took measures to reduce VOCs at the component level for new automobiles produced in Japan and for Fronx and Jimny Nomade, which are produced in India and sold in Japan, and achieved VOCs concentration inside vehicle cabins below the target value set by the automotive industry's voluntary efforts
	[Production activities] <ul style="list-style-type: none"> Reduce VOCs in the painting process at plants in Japan Reduce VOCs emissions per painted area by 50% or more compared to FY2000 	<ul style="list-style-type: none"> Reduced by 35% compared to FY2020 Worked to achieve the target by introducing water-based paints at a new plant, etc., toward FY2025

Water Resources

Subcategory	Concrete implementation/target	FY2024 Major Results
Water resource conservation	[Production activities] <Water consumption> <ul style="list-style-type: none"> Reduce water consumption while giving consideration to the water environment of each country and region Reduce water consumption per unit of global automobile production by 10% compared to FY2016 Identify water risks of our domestic production sites and implement countermeasures <Water quality> <ul style="list-style-type: none"> Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements Conduct biodiversity assessment on rivers near our domestic production sites that discharge wastewater into these rivers 	<ul style="list-style-type: none"> Water consumption per unit of global automobile production: 3.2% decrease compared to FY2016, 1.5% increase compared to the previous fiscal year Continued to manage wastewater using voluntary standards that are more stringent than regulatory requirements

Resource Circulation

Subcategory	Concrete implementation/target	FY2024 Major Results
Promotion of environmentally conscious design	[Automobiles / Motorcycles / Outboard motors] <ul style="list-style-type: none"> Continue to undertake development and design that give consideration to recycling <ul style="list-style-type: none"> Improve ease of dismantling Designs using recycled materials Designs aimed at reducing materials Adopt more thermoplastic resin components Adopt more materials with easy recyclability 	[Automobiles] <ul style="list-style-type: none"> Continued using thermoplastic resin for instrument panels and interior trim. <ul style="list-style-type: none"> Easily recyclable thermoplastic resins were used for the instrument panels and interior trim plastic parts of the new Spacia Gear, Jimmy Nomade, and Fronx.
		[Motorcycles] <ul style="list-style-type: none"> For the GSX-8T/8TT, adopted easily recyclable thermoplastic resin for the frame center cover, battery holder, headlamp cover R/L, front meter cover, headlamp undercover, front and back of rear fender, rear fender rear lid, lower rear fender, rear fender cover R/L, lower frame body cover R/L, side cowling body R/L, inner headlamp cover, panel meter, center undercowl, and air cleaner. For the DRZ-4S/4SM, adopted easily recyclable thermoplastic resin for the headlight housing, the headlight cover, the front wing, the front fork guards, radiator louvers, radiator cover, tank cover, front frame cover, frame cover, rear fender, rear fender extension, mud guard, battery cover, lid cover, and air cleaner.
		[Outboard motors] <ul style="list-style-type: none"> Adopted thermoplastic resin for the oil pan cover, air intake inner cover, and tilt-up handle louvers of the 25MY DF200/225/250.
Promotion of automobile recycling	[Automobile recycling system] <ul style="list-style-type: none"> Work to create a scheme for proper disposal of end-of-life vehicles (ELVs) suited to each country's circumstances Operate a model facility in India for proper disposal of ELVs 	<ul style="list-style-type: none"> Currently promoting disposal of ELVs (collection and recycling) in accordance with the laws, regulations, and conditions of each country In India, currently promoting a resource circulation system centered on a joint venture for handling ELV business that began operations in November 2021
Promotion of 3Rs (reduce, reuse, and recycle) for batteries	[Used lithium-ion batteries] <ul style="list-style-type: none"> Build a safe and efficient scheme to collect and recycle batteries in anticipation of widespread use of electrified vehicles globally Conduct field testing on the reuse of small batteries for automobiles and promote their safe and efficient reuse 	<ul style="list-style-type: none"> Currently promoting the establishment of a network for collecting used lithium-ion batteries in accordance with the laws, regulations, and conditions of each country, including EU battery regulations Developed technology to reuse small lithium-ion batteries recovered from scrapped vehicles as a power source for solar street lights <ul style="list-style-type: none"> Internally, installed four units at the Kosai Plant and two at the Yokohama Research Center Externally, installed one unit at Amuse Toyoda in Iwata City, Shizuoka Prefecture Installed one piece of signage (billboard) utilizing this technology at Suzuki Motor Sales Hamamatsu's Arena Shinohara Plaza
Waste reduction	[Production activities] <ul style="list-style-type: none"> Promote recycling of waste Promote reduction of waste generation volume 	<ul style="list-style-type: none"> Continued to recycle industrial waste. Currently continuing to monitor volumes of industrial waste generated, and advance reduction activities
Reduction of plastic packaging materials	[Logistics, sales, and other activities] <Packaging materials> <ul style="list-style-type: none"> Promote reduction of the use of plastic packaging materials, especially for outboard motors, to prevent discharge of plastics into the ocean Reduce use of plastic in outboard motor-related materials by 12 tons compared to FY2020	<ul style="list-style-type: none"> 42.6 ton reduction compared with FY2020 (-5.9 tons in FY2024) Reduced the amount of plastic packaging used by switching from petroleum-based plastics to biodegradable and paper-based materials for packaging
	<Marine> <ul style="list-style-type: none"> Promote the three pillars of the Suzuki Clean Ocean Project (waterside cleanup activities, activities to eliminate the use of plastic packaging materials, and activities to collect marine microplastics) globally in the field of outboard motors 	Cleaning Activities: 5,682 cumulative participants in FY2024 (highest annual number ever) Plastic-Free Activities: Approximately 80% of all packaging materials have been converted to plastic-free Microplastic Collection Devices: Environmental education provided for elementary and middle school students

Environmental Policy and Management

- Introduction of Environmental Management System

Environmental Training and Awareness

Situation Concerning Environmental Laws and Regulations

Community Information Exchange Meetings

Information Disclosure

Participation in Outside Associations, etc.

Cooperation with Other Companies in the Industry

Environmental Impact and Initiatives in Business Activities

Introduction of Environmental Management System

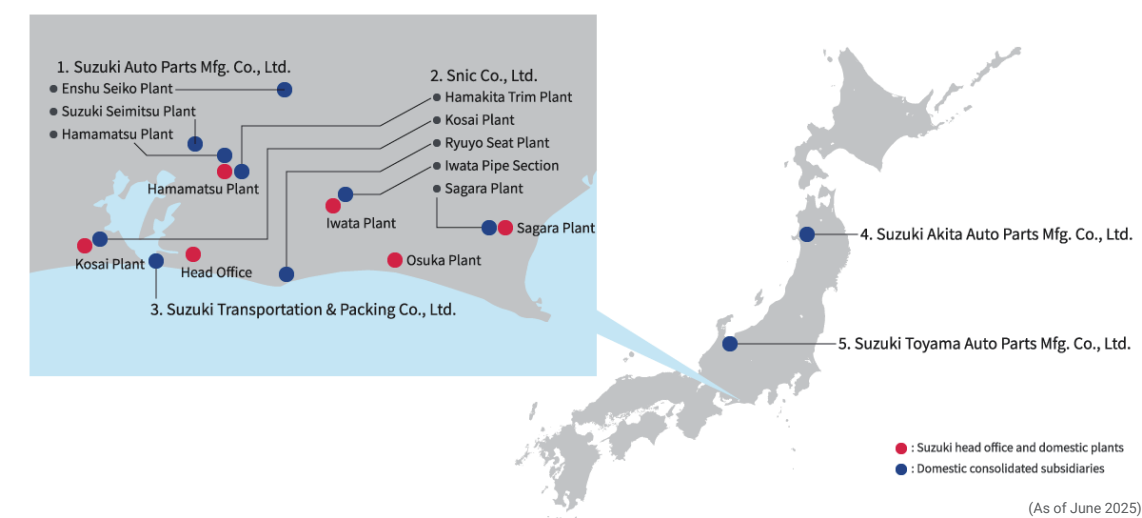
Suzuki is promoting the introduction of ISO 14001 as part of its environmental conservation efforts. ISO 14001 is an international standard for environmental management systems. By obtaining ISO 14001 certification, Suzuki intends to comply with environmental laws and regulations and reduce environmental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

94%* of all factories of Suzuki Motor Corporation and its domestic and overseas manufacturing subsidiaries (which account for more than 99% of global CO₂ emissions from manufacturing) have obtained ISO14001 certification.

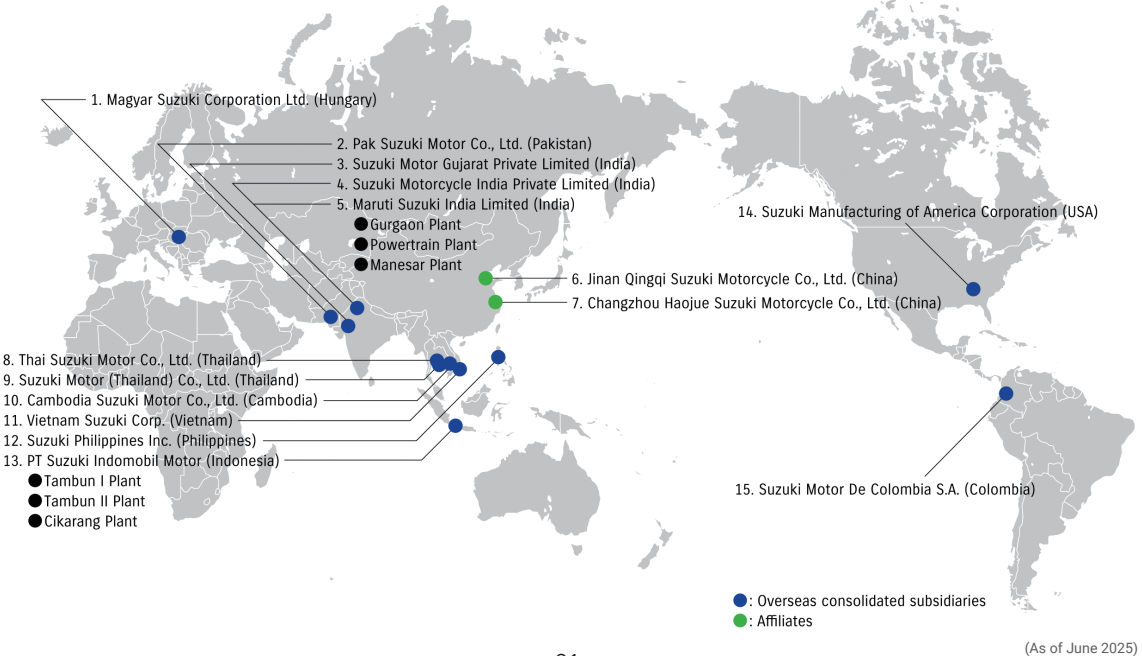
*Out of the total 20 companies and 33 factories, 18 companies and 31 factories have obtained certification.

In April 1998, Magyar Suzuki became the first in the Suzuki Group to acquire ISO 14001 certification. By March 2003, all domestic Suzuki plants had acquired ISO 14001 certification. Of our domestic manufacturing subsidiaries, all 10 factories across 4 companies have obtained ISO14001 certification. Additionally, 13 overseas manufacturing subsidiaries (17 factories) and 2 overseas affiliates (2 factories) have obtained ISO14001 certification. In January 2023, our head office, including offices and development areas acquired ISO 14001 certification. We will also promote steady introduction of ISO 14001 at our domestic offices and development sites, etc. In addition, at the head office, we are strengthening environmental initiatives by conducting double audits, an external audit by an auditing organization and an internal audit, annually.

■Suzuki and domestic consolidated subsidiaries that have obtained ISO 14001 certification



■Overseas consolidated subsidiaries and affiliates that have obtained ISO 14001 certification



Environmental Training and Awareness

Employee training

As part of our employee development program, we incorporate basic environmental education into the training of new employees, including Suzuki’s environmental philosophy, environmental policy, environmental issues, and eco-driving promotion. We also provide environmental training according to respective operations and positions. In order to prevent environmental accidents, each domestic factory provides its own training to workers involved in environmentally important processes, as well as introductory training for new employees, training for managers, and general training.

Situation Concerning Environmental Laws and Regulations

In FY2024, there were 6 cases of significant spills* and 5 cases of environmental complaints, all of which were properly taken care of. There was no administrative guidance or payment of penalties due to these significant spills.

[Scope of aggregation]
Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant
*Significant spills: Spills that are recorded as spills from an organization, such as wastewater, emission gas, odors, chemical substances (including oil), and waste that exceed legal and regulatory limits, as well as soil and groundwater contamination.

Community Information Exchange Meetings

We hold information exchange meetings with local residents to ask their views and opinions on improving our activities.

Information Disclosure

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



A snapshot taken at an event

Participation in Outside Associations, etc.

Cooperation with various economic and industry associations

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

Suzuki dispatches committee members to various committees, subcommittees, and working groups at the Japan Automobile Manufacturers Association to participate in comprehensive activities. We view climate change as particularly a critical issue, and are working in unison with the Japan Automobile Manufacturers Association to reduce CO₂ emissions by improving fuel efficiency, developing next-generation vehicles, improving traffic flow, and promoting eco-driving.

Support for the TCFD*

As a supporter of the TCFD*, Suzuki has endorsed and signed the TCFD recommendations and promotes disclosure of information that is easy for stakeholders to understand. To further strengthen our resilience to climate change, we are working to improve our scenario analysis and enhance the information we disclose.

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

Participation in the GX League*

In April 2023, Suzuki joined the GX League promoted by the Ministry of Economy, Trade and Industry. The GX League is a forum for companies that are taking on the challenge of GX (Green Transformation) and aiming to achieve sustainable growth in current and future society, with an eye toward achieving carbon neutrality and social change by 2050, and to collaborate with other companies and government and academic organizations engaged in similar initiatives.

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

*Please check here for details on the GX League:
<https://gx-league.go.jp>



Cooperation with Other Companies in the Industry

Alliance with Toyota Motor Corporation

Our alliance with Toyota Motor Corporation remains a partnership between equals who are also partners as well as competitors that seek to push each other to improve. Through collaboration in areas such as technology, production, and mutual vehicle supply, we are advancing activities with Toyota to realize a carbon neutral society along multiple pathways.

Technical area

- Advanced safety technologies such as collision damage reducing brakes
- Joint development of BEV units and platforms

Production area

- Suzuki's newly developed Grand Vitara will be produced at TKM*1 and supplied to India, the Middle East and Africa.



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Mutual supply vehicles

Mutual supply of vehicles in India, Africa, Europe and Japan*2

[Suzuki ->Toyota]

e VITARA (vehicles developed by Suzuki using jointly developed BEV units and platforms)

Baleno, Ertiga, Fronx, Ciaz, Celerio

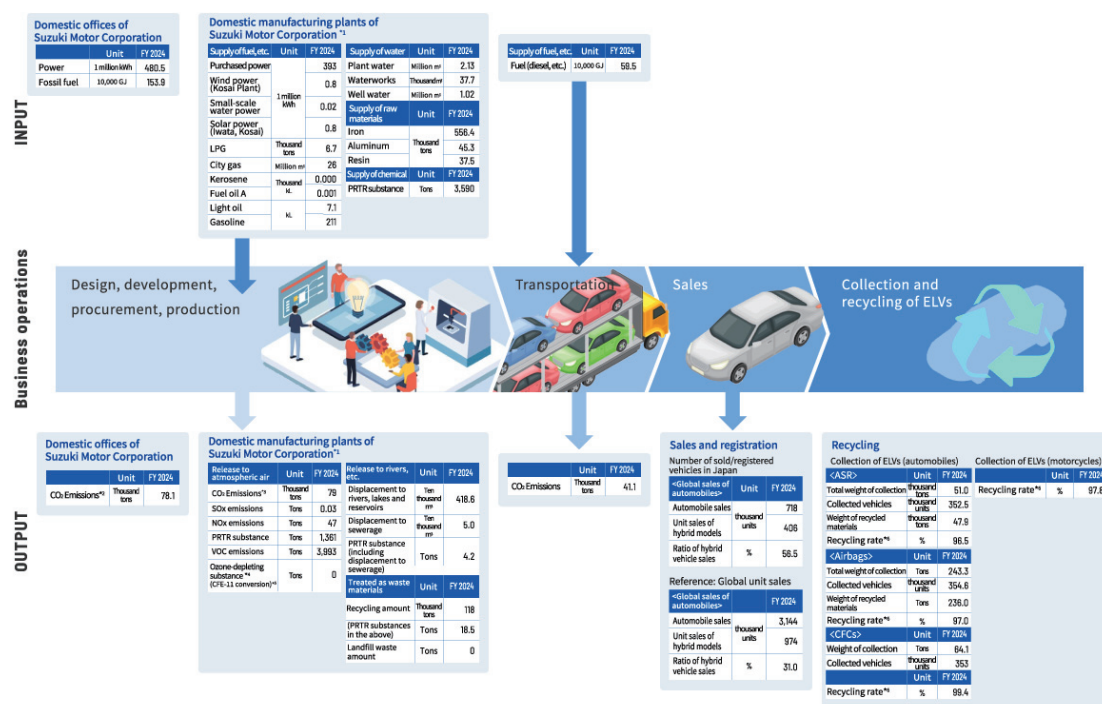
[Toyota ->Suzuki]

Landy, Invicto, Across, and Swace

*1 TKM: Toyota Kirloskar Motor (India)
*2 Both models are from Suzuki



Environmental Impact and Initiatives in Business Activities



^{*1} [Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Tooling Dept., and Hamamatsu Plant (PRTR substances include the Head Office, Ryuyo Proving Grounds, Marine Technical Center, Shimokawa Proving Grounds, and Sagara Proving Grounds, but exclude the Tooling Department; ozone-depleting substances are included at Suzuki Motor Corporation's domestic business sites)

^{*2} Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)

^{*3} CO₂ emissions are for five plants: Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant and Hamamatsu Plant.

^{*4} As for ozone-depleting substances, the refrigerant R-22 (chlorodifluoromethane) was extracted from the total results based on the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act).

^{*5} Ozone depleting potential is based on the Act on the Protection of the Ozone Layer Through the Control of Specified Substances and Other Measures (Ozone Layer Protection Act).

^{*6} Recycling rate calculated based on weight

Climate Change

- ▼ Basic Policy

▼ Disclosure Based on the TCFD's Recommendations

▼ Efforts Related to Product Use

▼ Efforts in Business Activities

▼ Efforts at Non-Manufacturing Subsidiaries and Sales Distributors

▼ Efforts in the Supply Chain, etc.

▼ Valorization of Dairy Waste

▼ Financial Strategies

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

Basic Policy

Recently, extreme weather events said to be caused by global warming have been occurring frequently. To mitigate these climate change effects, the Paris Agreement was adopted to attain net zero greenhouse gas emissions in the second half of this century, with the aim of limiting the rise in global average temperature to less than 2°C relative to pre-industrial levels. Based on the principles of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki has long manufactured products with low CO₂ emissions using manufacturing methods that emit low CO₂ emissions.

We acknowledge that we must now strive to reduce CO₂ emissions further in order to meet the so-called 1.5°C target.

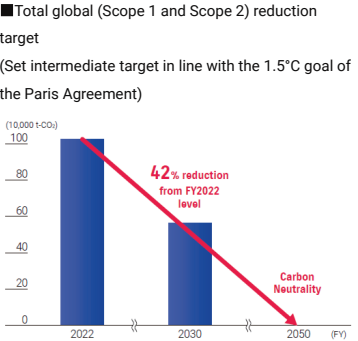
With this in mind, Suzuki will establish emissions reduction targets aligned with climate science and push ahead with related efforts.

Carbon neutrality achievement targets

Suzuki has positioned addressing climate change as one of its key 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 government's own targets. However, in light of societal demands and international trends, the 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 intermediate target of reducing CO₂ emissions by 42% by FY2030 compared to FY2022. In addition to its efforts in Scope 1 and 2, Suzuki will continue to work on reducing CO₂ 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.



Disclosure Based on the TCFD's Recommendations

Governance

Organizational structure related to climate change risks and opportunities

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

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

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

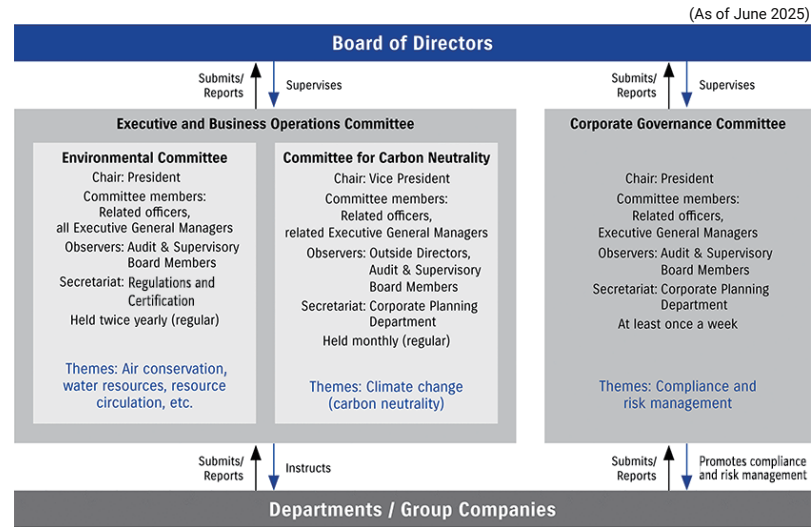
The Environmental Committee meets twice yearly to discuss environmental themes other than carbon neutrality, such as air conservation, water resources, and resource circulation.

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

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

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

Disclosure and governance based on the TCFD's recommendations



Strategy

Response to the TCFD's Recommendations

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

*TCFD: Task Force on Climate-related Financial Disclosures The Financial Stability Board (FSB), an international organization that aims to stabilize financial markets, was established in 2015.



Climate-related risks and opportunities, scenario analysis

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

Based on this recognition, we have evaluated the impact of climate change on risks and opportunities by using two scenarios. One is the “4°C scenario” in which climate change causes marked physical effects, and the other is the “1.5°C/2°C scenario” in which mitigation measures are being implemented at an accelerated pace toward the realization of the Paris Agreement. Regarding the types of risks, we observe risks and their impact from two points of view, “transitional risks” from policies, regulations, etc., and “physical risks,” from natural disasters, etc. When creating the scenarios, we referred to external scenarios based on scientific knowledge from the IEA*1 and IPCC*2, among other sources.

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

Climate-related risks and opportunities for Suzuki

As more stringent laws and regulations, including exhaust gas, CO₂, and fuel efficiency regulations, are being adopted as mitigation measures against climate change, the resulting increase in development expenses needed to comply with these regulations may greatly impact Suzuki’s business performance. On the other hand, small cars, which are a strength of Suzuki’s, require less materials and energy to produce and emit less CO₂ while in use. We believe that we can create opportunities by leveraging this unique strength of Suzuki’s and by handling risks appropriately.

Moreover, beginning in FY2023, we started a financial impact analysis based on the scenario analysis related to climate change that we disclosed in the past. This initiative aims to assess the global impact of natural disaster risks such as typhoons, floods, and storm surges caused by rising temperatures, and to reduce or avoid these risks to ensure business continuity. We have already begun assessing this impact on our domestic and Indian sites, as well as on our primary domestic business partners.

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

List of our climate-related risks and differences in impact by scenario

■Transition Risks -1. Major risks expected to increase under the 1.5°C and 2°C scenarios-

Category	Risk	Impact on our business
Policies, regulations, and technologies	(1) <u>More stringent CO₂ and fuel efficiency standards for automobiles</u>	Payment of fines, loss of sales opportunities, etc.
	(2) <u>Implementation or reinforcement of carbon taxes, etc.</u>	Increase in operating costs, etc.
Reputation	(3) Changes in consumer preferences and investor behavior	Decrease in corporate value, etc.

■Physical Risks-Major risks expected to increase under the 4°C scenario-

Category	Risk	Impact on our business
Chronic	(4) Rise in the average temperature	Increase in energy costs, etc.
	(5) Changes in water resource risks	Disruptions in the supply chain and increase in production costs, etc.
Acute	(6) <u>More frequent and intensifying natural disasters</u>	Business sites sustaining disaster damage, suspension of business activities, etc.

*Underlined items are particularly important risks

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

	Risks	Opportunities	Status of Suzuki's response
(1) More stringent CO ₂ and fuel efficiency standards for automobiles	<ul style="list-style-type: none"> Loss of market share due to being slow in adopting carbon-neutral technologies (electrification and other) and increasing costs Increase in investment in development of carbon-neutral technologies Increase in investment in production facilities for carbon-neutral technologies (batteries, etc.) Payment of fines and loss of sales opportunities due to regulatory non-conformance 	<ul style="list-style-type: none"> Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO₂ throughout their life cycle Capturing sales opportunities by developing electrified vehicles and carbon-neutral fuel compatible vehicles at affordable prices Contributing to sustainable economic development by leading electrification and carbon-neutral fuel compatibility in India and emerging countries 	<ul style="list-style-type: none"> Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact EVs Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.) Deepening alliance with Toyota Motor Corporation Launching a biogas demonstration project in India Regarding establishment of a biogas production plant, there has been agreement between NDDB, Banas Dairy and Suzuki (SRDI). The plan is to establish four biogas production plants in succession starting in 2025
(2) Implementation or reinforcement of carbon taxes, etc.	<ul style="list-style-type: none"> Increase in investment in production facilities that implement carbon-neutral technologies Increase in operating costs due to carbon tax, emissions trading, Carbon Border Adjustment Mechanism, etc. 	<ul style="list-style-type: none"> Offering energy-saving technologies that leverage the benefits of "Sho-Sho-Kei-Tan-Bi" to Group companies and business partners Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries 	<ul style="list-style-type: none"> Promoting ongoing CO₂ reduction measures Producing carbon-neutral energy Procuring renewable energy-derived electricity in India Head office and all plants, etc. in Shizuoka Prefecture use Shizuoka Green Denki, CO₂-free electricity derived from renewable energies. (All Suzuki sites in Shizuoka Prefecture use electricity free of CO₂ and have zero CO₂ emissions from electricity use)
(6) More frequent and severe natural disasters	<ul style="list-style-type: none"> Business activities halted at business sites due to disaster Parts procurement disrupted due to business partner's disaster 	<ul style="list-style-type: none"> Increased demand for electrified vehicles due to their use as a lifeline at a time of disaster 	<ul style="list-style-type: none"> Start financial impact analysis based on the scenario analysis related to climate change First, conduct an impact assessment on Company sites in Japan and India, and for domestic primary suppliers (Assessed the impact on a global basis of natural disaster risks due to rising temperatures such as typhoons, floods and high tides to mitigate or avoid risks and continue business) Based on the results of the impact assessment, sites with high risk are quantitatively evaluated with respect to their fixed assets Review water damage measures based on the assumed flooding depth Review relocation plans and business continuity planning based on the assumed flooding depth, calculated based on the impact assessment, and start taking countermeasures, including installing water barriers Began planning and running disaster response headquarters training, and revising the code of conduct for business recovery measures

Risk management

Risk Management Framework

The Corporate Governance Committee deliberates on issues that arise or are recognized in each department, and identifies and ascertains potential risks, without limiting itself to just climate-related issues. The Committee for Carbon Neutrality and Environmental Committee conduct intensive examination of environment-related risks depending on the theme, and instruct and manage departments.

Themes handled by respective meeting bodies

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

Indicators and Targets

Basic policy

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

Suzuki has traditionally manufactured products creating fewer CO₂ emissions during manufacture and during use in line with the philosophy of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," and we acknowledge that we must now strive to reduce CO₂ emissions further in order to meet the so-called 1.5°C target. With this in mind, we will establish emissions reduction targets aligned with climate science and push ahead with related efforts.

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

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

In addition to CO₂ emissions, indicators have also been set for energy, air conservation, water resource conservation, and other areas related to climate change.

We have set three major indicators based on our targets, and we aim to achieve each of them.

- Long-term: Suzuki Environmental Vision 2050
- Medium-term: Milestone 2030 and the Mid-Term Management Plan announced in February 2025
- Short-term: Suzuki Environmental Plan 2025

Please check [here](#) for details on indicators and targets.

Efforts Related to Product Use

Disclosure of the entire value chain's greenhouse gas emissions

At Suzuki we believe it is necessary to ascertain and disclose greenhouse gas emissions in order to reduce emissions resulting from business activities such as purchasing raw materials and parts and manufacturing and selling products, and since FY2013, this belief has led us to engage in efforts to grasp not only greenhouse gas emissions resulting from business activities but also greenhouse gas emissions throughout the entire value chain^{*1}.

GHG emissions generated through the entire value chain during FY2024 stood at 110.91 million t-CO₂, of which the emissions falling under Scope 3 (indirect emissions from other activities)^{*1} were 110.01 million t-CO₂ hat include 86.33 million t-CO₂ classified into Category 11 (use of products sold by Suzuki)^{*2} accounting for 77.8% of the total emissions through the overall value chain.

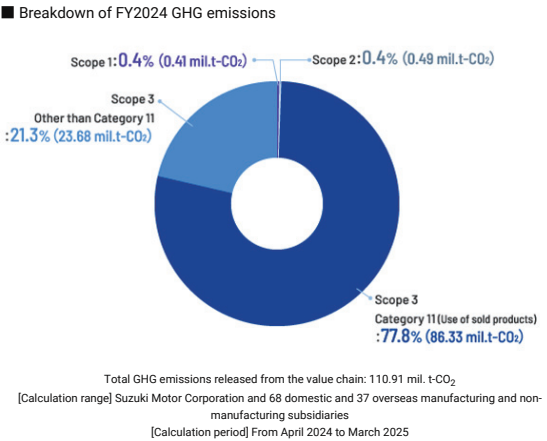
Recognizing that to reduce the total GHG emissions in the entire value chain it is very important to reduce the CO₂ emissions released through the use of our products, we will make continuous efforts to emphasize better fuel efficiency during product development and improvement.

^{*1} Value chain: A method for organizing how all activities in a business contribute to final value. Consists of Scope 1, Scope 2, and Scope 3, which are calculated in accordance with the GHG Protocol^{*3} calculation standard. The business activities in a value chain include parts and materials procurement, manufacturing, delivery, sales and customer services, as well as administrative work and engineering development work that support these activities. We have been participating in the Green Value Chain Platform^{*4} created by the Ministry of the Environment and the Ministry of Economy, Trade and Industry since FY2014, and have introduced our calculation efforts.

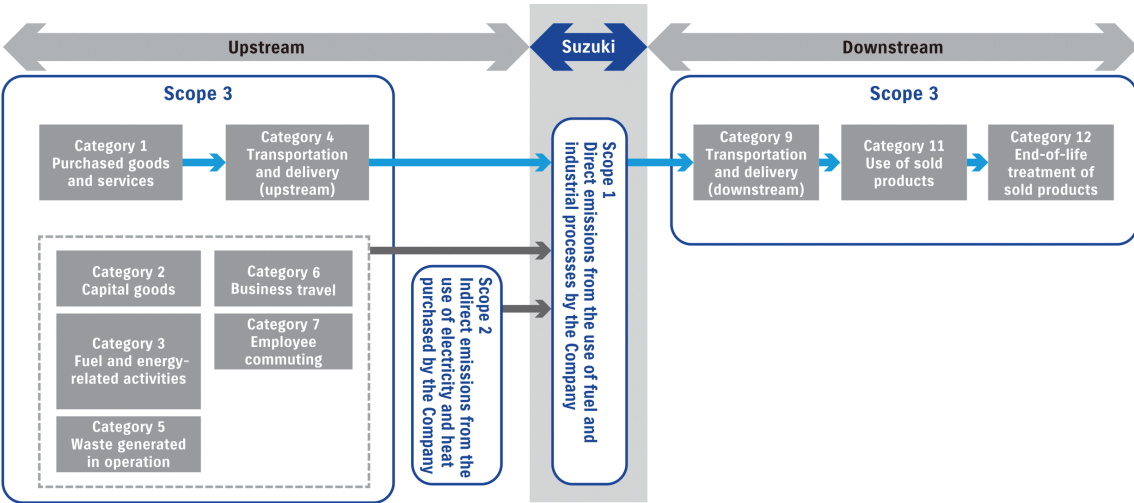
^{*2} Category 11: Emissions associated with the use of Suzuki products sold in the relevant fiscal year until they are disposed of in the future.

^{*3} GHG Protocol: A method for developing standards for calculating and reporting greenhouse gases (GHGs), led by the US environmental think tank WRI (World Resources Institute) and the WBCSD (World Business Council for Sustainable Development), a coalition of companies aiming for sustainable development.

^{*4} Green Value Chain Platform: This is an information platform related to value chain emissions created by the Ministry of the Environment and the Ministry of Economy, Trade and Industry to provide various kinds of information on global warming such as domestic and overseas trends and calculation methods, etc. Website: https://www.env.go.jp/earth/ondanka/supply_chain/gvc/en



■ Classification of each Scope 1 and 2 and Scope 3 category quantified by Suzuki



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

Disclosure of GHG emissions in the entire value chain, Scope 1, 2, and 3

Checked items have been given third party guarantees (unit: 10,000 t-CO₂)

	FY2022	FY2023	FY2024	
Entire value chain (total of Scope 1, 2, and 3)	10,370	10,871	11,091	
Direct emissions from corporate activities (Scope 1*1)	42	41	41	✓
Japan	15	15	14	
Overseas	27	26	27	
Indirect emissions from energies (Scope 2*1)	72	54	49	✓
Japan	28	11	3	
Overseas	45	43	46	
Emissions from corporate activities (total of Scope 1 and 2)	114	95	90	
Emissions from use of products by users (Scope 3: Category 11)*2	8,270	8,558	8,633	✓
Other emissions (other than Scope 3: Category 11)	1,986	2,217	2,368	
Other indirect emissions (total of Scope 3)	10,256	10,775	11,001	

[FY2024 Emissions Calculation Parameters and Reporting Standards]

*1 <Scope 1 and 2>

- Boundary: Suzuki Motor Corporation, 68 domestic manufacturing and non-manufacturing subsidiaries and 37 overseas manufacturing and non-manufacturing subsidiaries
- Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)
- Calculation method: Scope 2, calculated based on the GHG Protocol's market standards
- Emission coefficients
- Electricity: The latest basic emission factors by electric utility (FY2023 results, published on August 1, 2025) by electricity provider for Japan, and IEA Emissions Factors 2024 for overseas
- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are those released by suppliers.

*2 <Scope 3 Category 11>

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

Suzuki Group Energy Consumption

(Unit: GWh)

	FY2022	FY2023	FY2024
Global total	3,455	3,475	3,490
Japan	1,360	1,377	1,315
Overseas	2,095	2,098	2,175

Calculation range: Suzuki Motor Corporation and 66 domestic and 37 overseas manufacturing and non-manufacturing subsidiaries (including consumption of renewable energy generated at sites)

Calculation of CO₂ emissions of products using the Life Cycle Assessment (LCA) method

In order to understand the environmental impact of our products, Suzuki uses the Life Cycle Assessment (LCA)*1 method that assesses products with specific figures not only during their driving stage but also throughout their whole life cycle from raw material production to disposal. We promote reduction of environmental load by using LCA results*2 in our product development*3 and business activities.

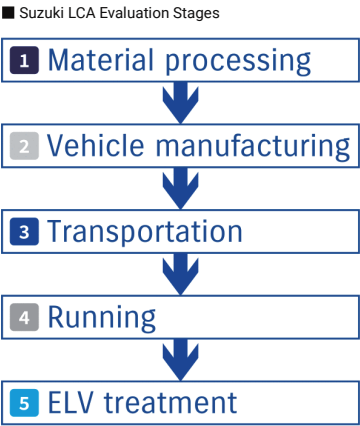
*1 Life Cycle Assessment: A method of evaluating a product as a whole by calculating its potential environmental impact at each stage of its life cycle, from raw material processing to disposal.

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

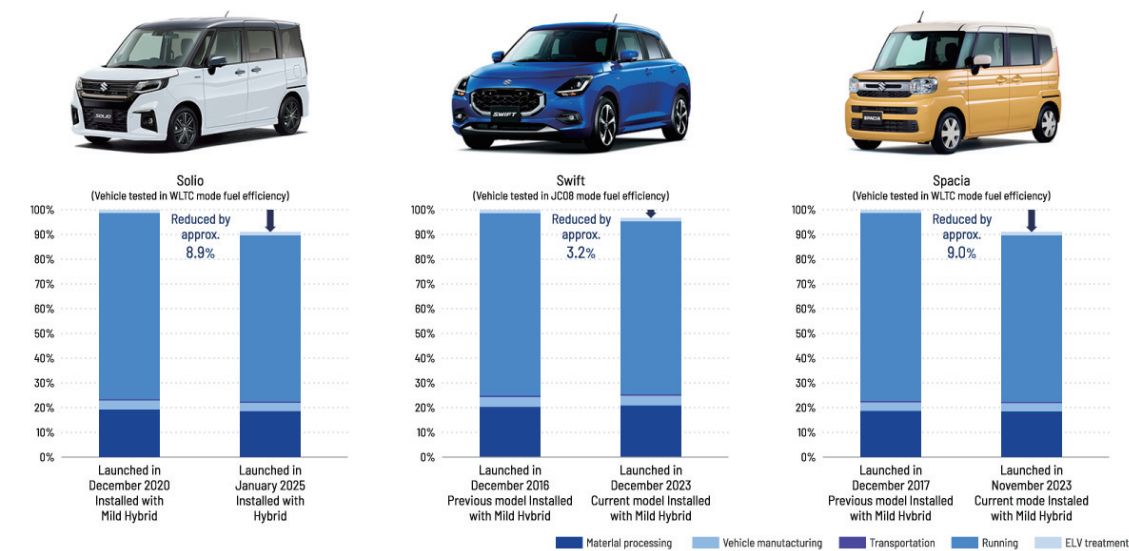
*3 Most CO₂ emissions from automobiles occur during the driving stage. Suzuki is promoting R&D to reduce CO₂ emissions during the driving stage. For example, Solio reduces CO₂ by approximately 8.9% compared to previous models.

Please check [here](#) to learn more about Suzuki's next-generation technology.

> Suzuki's next-generation technology

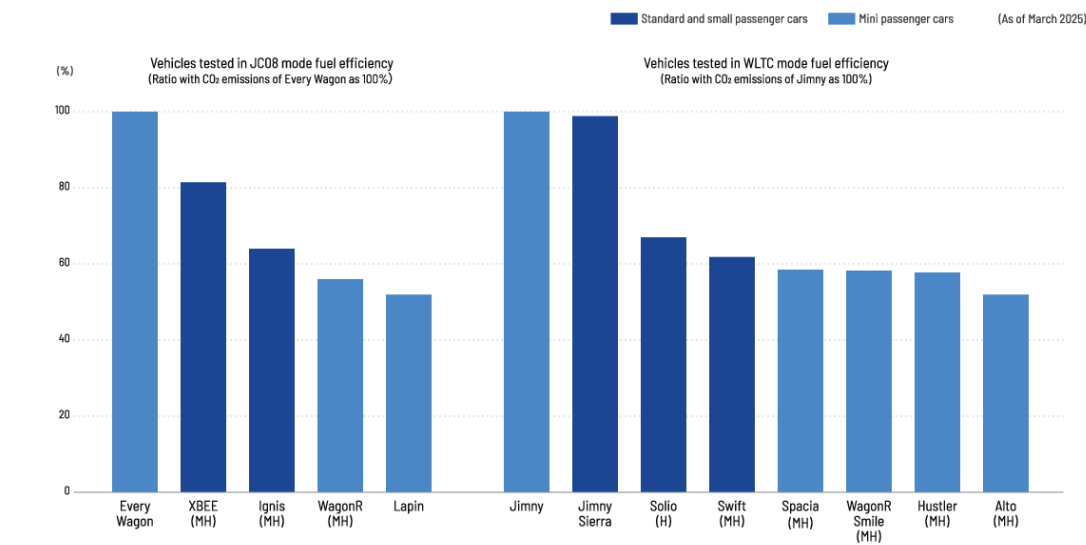


Ratio of CO₂ emissions of Suzuki vehicles by life cycle stages



*Result of a vehicle's lifetime driving distance of 110,000 km (13 years) driven in each mode.
*Driving stage considers production of replacement parts, including tires, engine oil, and batteries.

Ratio of CO₂ Emissions by Model



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

Design and development efforts

Efforts for automobiles

Development of electric vehicles, etc.

Suzuki is developing electric vehicles based on the conditions of each country around the world and the way that customers use them toward the realization of a carbon neutral society.

Suzuki's first mass-produced battery EV (BEV) model, "e VITARA," was unveiled in Milan, Italy in November 2024, and was then unveiled to the public at the Bharat Mobility Global Expo 2025 held in New Delhi, India in January 2025. This model is produced at Suzuki Motor Gujarat Private Limited in India, and the sales will begin sequentially in Europe, India, Japan, and various other countries around the world. (Sales in Japan scheduled to start in January 2026). We are also aiming to introduce commercial electric mini-vans sometime in FY2025.

Going forward, we will continue advancing development of various electric vehicles, and promote the activities to realize carbon neutrality.



Suzuki's first battery EV (e Vitarā)

[Suzuki holds ceremony to commemorate the start of shipment of BEV e-Vitara in India](#)[TOPICS >](#)

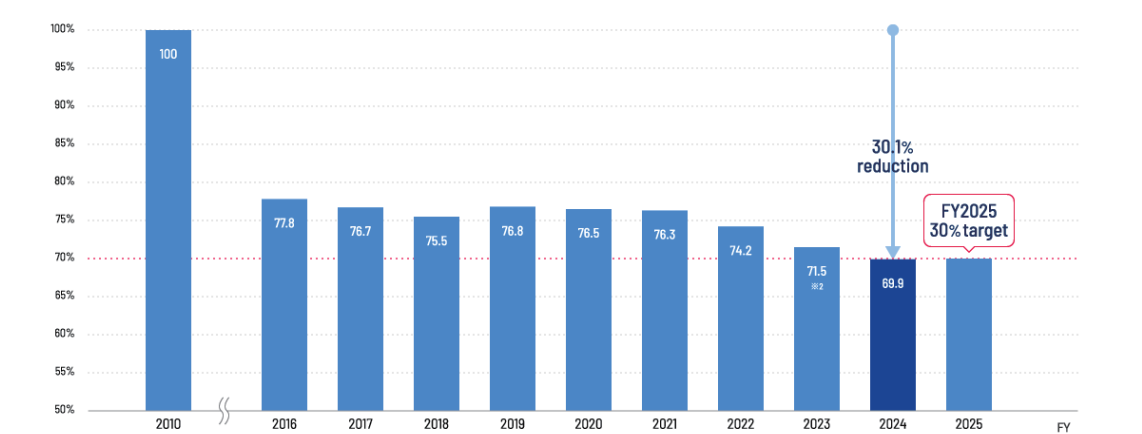
[Commencement of BEV mini-truck demonstration tests](#)[TOPICS >](#)

* The linked page is available in Japanese only.

Global average CO₂ emissions of new vehicle sales^{*1}

- To reduce CO₂ emissions, which are considered to be a factor in climate change, Suzuki has established a new target for automobile products under the "Suzuki Environmental Plan 2025" for "reducing the global average CO₂ emissions of new vehicle sales by 30% (compared to FY2010 results)," and continues to work on environmental conservation.
- The result for FY2024 was a reduction of 30.1% compared to FY2010.
- In promoting the Suzuki Environmental Plan 2025, we aim to further develop and spread electrification technologies and contribute to the reduction of CO₂ emissions by achieving the Suzuki Environmental Vision 2050.

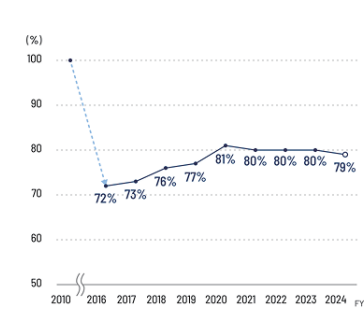
■Trends in Reducing Global Average new vehicle sales CO₂ Emissions



^{*1}: Global average new vehicle sales CO₂ emissions are calculated in accordance with internal regulations based on CO₂ emissions (fuel efficiency) that were measured under the specified method of each country.
Global new vehicle sales
Applies to all new cars Suzuki sells globally
CO₂ Emissions
Consideration given to Well-to-Wheel
^{*2}: Correction of incorrect application of conversion factors in regions other than Japan and major markets. [72.3% ⇒ 71.5%]

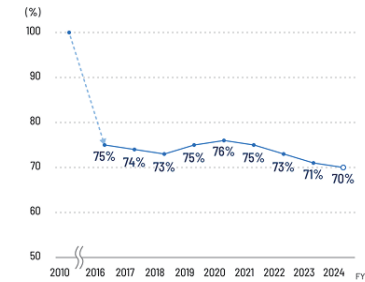
Status of average CO₂ reductions in major markets

Status of Average CO₂ Reductions in Japan* (Passenger Cars)

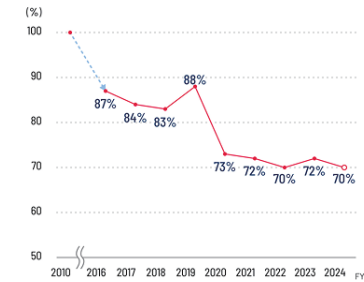


*Correction of incorrect application of conversion factors in Japan in FY2023. [74% ⇒ 80%]

Status of Average CO₂ Reductions in India



Status of Average CO₂ Reductions in Europe



- [Japan]
By improving fuel efficiency for small hybrid vehicles, we achieved a 1% reduction in emissions compared to FY2023.
- [India]
By increasing the sales ratio of models with low CO₂ emissions, we achieved a 1% reduction compared to FY2023.
- [Europe]
By improving fuel efficiency in some models, we achieved a 2% reduction in CO₂ emissions compared to 2023.

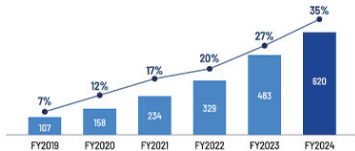
Development of CNG ^{*1} vehicles

In recent years, concerns about global warming and urban air pollution have been raised in India. Natural gas, which fuels CNG vehicles, is mainly composed of methane (CH₄) that emits less CO₂ and NO_x during combustion than oil and coal^{*2}, so Maruti Suzuki India promotes production and sales of CNG vehicles.

As of April 23, 2025, 14 of our 18 vehicle models, including commercial vehicles, are CNG-powered.

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

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

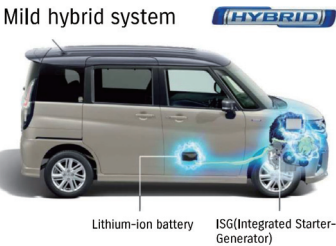


Comparison between CNG and gasoline vehicles (WagonR LXI 5MT comparison)

	Retail price	Fuel efficiency	Fuel price	(Rs: Indian rupees)	
				When driven 10,000 km	
				Fuel cost	CO ₂ Emissions
Gasoline vehicle	578,500Rs	24.35km/L	94.77Rs/L	39,000Rs	974kg
CNG vehicle	668,500Rs	33.47km/kg	76.09Rs/kg	23,000Rs	819kg
Difference	+90,000Rs	-	-	-16,000Rs	-155kg
Rate of variance				-42%	-16%

Status of sales of models equipped with hybrid systems and CNG

- HEV and CNG vehicle sales combined comprised 50.7% of Suzuki sales in FY2024.
- While HEV unit volumes have declined in India, they have increased for CNG vehicles.
- We are implementing a comprehensive strategy to achieve carbon neutrality, including the future use of biogas.



■ Trends in Sales Volumes for Models Equipped with Hybrid Systems and CNG

(Thousand units)

	By geographic region	FY2022			FY2023			FY2024		
		Total units	Number of equipped vehicles	Ratio	Total units	Number of equipped vehicles	Ratio	Total units	Number of equipped vehicles	Ratio
HEV	Japan	627	324	51.7%	674	358	53.1%	718	406	56.5%
	India	1,645	296	18.0%	1,794	266	14.8%	1,795	246	13.7%
	Europe	171	156	91.2%	236	214	90.7%	220	210	95.5%
	Other	557	24	4.3%	464	41	8.8%	411	112	27.3%
	Total	3,000* ¹	800	26.7%	3,168* ¹	879	27.7%	3,144* ¹	974	30.9%
CNG	India	1,645	329	20.0%	1,794	483	26.9%	1,795	620	34.5%
HEV + CNG	Total	3,000* ¹	1,129	37.6%	3,168* ¹	1,362	43.0%	3,144* ¹	1,594	50.7%

*Hybrid vehicles only in Japan, Europe, and other regions. Some hybrid units under Others are units exported from Japan and India.

*¹ The total units for HEVs across all areas and the total units HEV and CNG are the same figure as both represent total unit sales.

| Converting to A/C refrigerants with low global warming potential

Under the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act), A/C refrigerants used in passenger cars shipped to Japan must be converted to refrigerants with lower global warming potentials starting FY2023. Suzuki traditionally used HFC-134a as a passenger car A/C refrigerant, but as this a larger global warming potential, so we have developed an air conditioning system using HFO-1234yf refrigerant, a refrigerant that has an extremely low global warming potential, and completed conversion of use to HFO-1234yf in all passenger cars to be shipped to Japan by the end of FY2022.

Efforts for motorcycles

Development of EVs, etc.

We aim to meet the expectations of society and our customers by offering a variety of options, including not only BEVs but also synthetic fuels, hydrogen engines, and biofuels. At the Bharat Mobility Global Expo 2025* held in New Delhi, India from January 17 to 22, 2025, Suzuki unveiled three new product models: two models of the new e-ACCESS, Suzuki's first global strategic battery electric vehicle (BEV) motorcycle, and the bioethanol fuel-compatible GIXXER SF 250.

Suzuki's Global BEV Strategy for Motorcycles

The new e-ACCESS is Suzuki's first global strategic BEV motorcycle, a highly practical scooter with ample driving range and a sophisticated appearance. Just like Suzuki's previous motorcycles, this new motorcycle offers a riding feel that is faithful to the rider's intentions, thanks to the high quality achieved through meticulous construction and high-intensity testing that focuses on the basic performance of "riding, turning, and stopping," which Suzuki has cultivated over many years of experience with motorcycles. Production and sales in India began in FY2025. Exports to various countries are expected to begin sequentially going forward.

*One of India's largest international automobile and mobility-related expos, held in New Delhi from January 17 to 22, 2025



The new "e-ACCESS"

Compatibility with Bioethanol Fuel

The GIXXER SF 250 is a 250cc road sports bike equipped with Suzuki's unique oil-cooled engine. This time, we have added a new specification that supports mixed fuels up to 85% bioethanol. Improvements to the injectors, fuel pump, fuel filter, etc., allow users to use a wide range of bioethanol blended fuels. Using bioethanol fuels made from plants contributes to reducing CO₂ emissions compared to conventional fossil fuels. Sales will begin in India in January 2025.



"GIXXER SF 250"

We participated in the Suzuka 8 Hours Road Race as "Team Suzuki CN Challenge"

Continuing from last year, we participated in the 46th 2025 FIM Endurance World Championship "Coca-Cola" Suzuka 8 Hour Road Race held at Suzuka Circuit in Mie Prefecture from Friday, August 1st to Sunday, August 3rd, as Team Suzuki CN Challenge in the Experimental Class. The Team Suzuki CN Challenge, made up of Suzuki employees, is using 100% sustainable fuel this year compared to last year's 40% bio-derived fuel in order to achieve both a higher level of environmental impact reduction and improved driving performance. It is also promoting development of vehicles that incorporate various other sustainable features, and together with partner companies, is aiming to improve on last year's overall ranking of 8th place. Unfortunately, during the race the team experienced an accident that the bike somersaulted through the air and was damaged. Working together, the entire team completed repairs in about an hour and managed to get the bike back into the race. It went on to run laps as fast as before the crash and finished 33rd overall. Moreover, the lap times were on par with those of the leading teams, clearly demonstrating the potential of sustainable technologies. Although the result was disappointing, our employees gained an invaluable experience.



Participating vehicle: Team Suzuki 2025 CN Challenge GSX-R1000R

Adoption of newly developed engine and aerodynamic components

■ Sustainable features used

Fuel	Total Energies Excellium Racing 100 (100% sustainable* fuel)
Tires	Bridgestone: Tires with more recycled and renewable resource content
Oil	MOTUL: Bio-derived base oil
Cowl	JHI: Recycled carbon material (prepreg material)
Fenders, etc.	Tras Bcomp® (natural flax fiber composite material, unbleached product, expanded range of use)
Front brakes	Sunstar Engineering heat-treated iron disc, Sunstar Engineering/Tokai Carbon low-dust pad
Battery	ELIYY Power in-vehicle LFP batteries, storage batteries for pit power supply
Muffler	Yoshimura Japan environmentally friendly titanium TranTixxii®-Eco Silencer
Uniforms	RS Taichi 100% recycled fabric team polo shirt

*Excellium Racing 100 is a 100% sustainable product certified based on the mass balance system applied by an EU-accredited certification body.

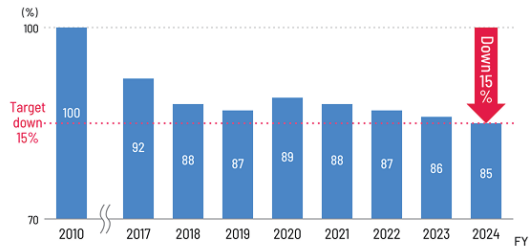
- Bcomp is a registered trademark of Bcomp Ltd., a Swiss company.
- TranTixxii is a registered trademark of NIPPON STEEL CORPORATION.

Global average new model CO₂ emissions

We are striving to improve fuel efficiency and reduce CO₂ emissions through the improvement in combustion, reduction of friction loss, and weight reduction.







In FY2024, we achieved a 15% reduction (compared to FY2010).

■ Trends in Reducing Global Average New Model CO₂ Emissions



Fuel efficiency improvement technology



	Technologies and efforts for fuel efficiency improvement		Overview	Main models sold in FY2025
(1)	Powertrain	SEP-α engine	The engine is a further evolution of the SEP engine that realized low fuel consumption without reducing power through better fuel efficiency and reduced friction loss. Includes an idling stop system that automatically stops the engine when the vehicle comes to a halt, and a silent starter system that quietly starts the engine, contributing to excellent environmental performance and quiet starting.	 BURGMAN STREET 125 EX*
(2)		Dual-spark technology	Mechanism equipped with 2 spark plugs per cylinder that contributes to smooth output characteristics, high fuel-efficiency performance, and reduction of exhaust gas emissions through high combustion efficiency.	 DR-Z4S
(3)		Injection system	Injection system equipped with 6 sensors* and designed to realize optimum control under various conditions and realize both powerful performance and high fuel efficiency. *O2 sensor, water-temperature sensor, intake air-temperature sensor, throttle position sensor, intake air-pressure sensor, and crank position sensor	 DR-Z4S
(4)	Improved frame		Optimization of component shape and thickness.	 DR-Z4S
(5)	Eco-drive assistance system		Equipped with an eco-drive indicator to allow riders to check fuel-efficiency indicator and fuel-efficient riding at a glance.	 BURGMAN STREET 125 EX*
(6)	LED head lamps LED tail lamps		Aimed to reduce power consumption and increase service life.	 DR-Z4S

Efforts for outboard motors

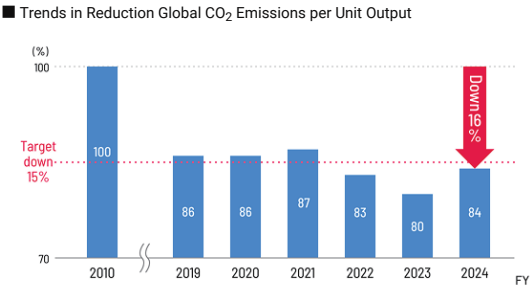
Development of electric outboard motors, etc.

As part of our efforts to make outboard motors carbon neutral, we are preparing to bring electric outboard motors (BEVs) to market, as smaller models require relatively less battery capacity. Meanwhile, for mid- to large-size models, we will continue to pursue a policy of using carbon-neutral fuels such as bioethanol for the time being.

Global CO₂ emissions per unit output



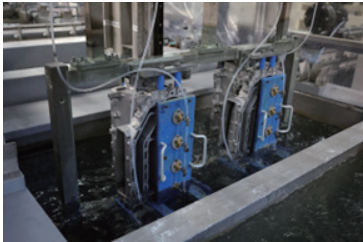
DF350AMD



Reducing CO₂ emissions through anodized aluminum processing of engines

Suzuki has developed anodized aluminum processing technology that provides corrosion resistance and high temperature resistance for outboard motor engine parts such as the cylinder block, cylinder head, and crankcase. Starting in August 2024, this technology has been applied to some specifications of the DF140B, the first*¹ such application for mass-produced models in the world. In the future, we will gradually apply this technology to other specifications. Outboard motors pump large amounts of water, such as seawater, to cool the engine while running, so these cooling water channels need to be treated to prevent corrosion. The technology developed by Suzuki applies a uniform anodized aluminum processing treatment to engine parts through which coolant passes, improving corrosion resistance. This new technology also reduces CO₂ emissions during manufacturing by approximately 50% compared to conventional surface treatment processes, which improves corrosion resistance and contributes to carbon neutrality.

*1 Suzuki research conducted in February 2025



Efforts in Business Activities

Efforts in production

Reduction of CO₂ emissions

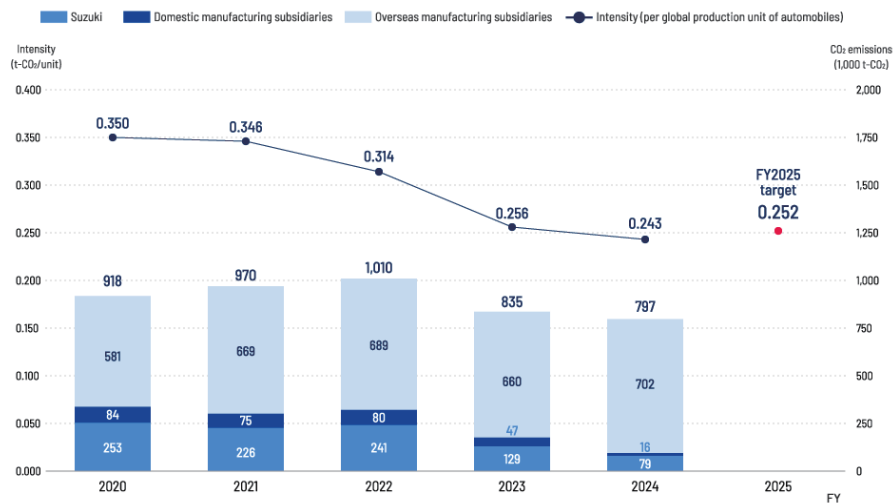
The Paris Agreement, a new international framework for reducing greenhouse gas emissions to curb global warming, is now in effect, and governments and companies around the world are working to reduce greenhouse gas emissions with the goal of limiting the rise in global average temperature to less than 2°C. We believe it is important to promote a global reduction of CO₂ emissions from plants in order to reduce the effects of greenhouse gas emissions, and make efforts to reduce the amount of CO₂ emissions per production unit (automobile production units) of Suzuki's global manufacturing units by 25% (compared to FY2016) by FY2025 in accordance with the Suzuki Environmental Plan 2025.

The total amount of CO₂ emissions from manufacturing activities in FY2024 was 797,000 t-CO₂/year at Suzuki overall on a global scale, 95,000 t-CO₂/year in Japan, and 702,000 t-CO₂/year overseas. The amount of CO₂ emissions per manufacturing unit was 0.243 t-CO₂/unit.

In terms of reduction initiatives in addition to activities for saving energy and eliminating waste, Suzuki is working to expand solar power generation both in Japan and overseas. We also began gradually introducing CO₂-free electricity at all Japanese production sites in July 2023.

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

CO₂ Emission Performance at Global Manufacturing Bases



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

[CO₂ conversion factor]
For fuel (except city gas), IPCC 2006 Guidelines, and for city gas, the Greenhouse Gas Emissions Accounting and Reporting Manual issued by the Ministry of the Environment

Electric power conforms to the Act on Promotion of Global Warming Countermeasures (adjusted emission factors among the values published by power companies) in Japan and varies depending on the values of each year from 2019 to 2023 of IEA overseas

CO₂ Emissions by Domestic Plants

	CO ₂ emissions (kt-CO ₂)
Iwata Plant	8.9
Kosai Plant	39.2
Osuka Plant	5.1
Sagara Plant	23.9
Hamamatsu Plant	1.4

Energy-saving activities at plants

All employees participate in daily activities such as reducing air leaks, turning off lights during breaks, and switching off power when plants are not in operation. Also, when upgrading worn-out production equipment or introducing new equipment for production of new models, we work on building energy-saving plants that are more effective than before by utilizing gravity, downsizing and reducing the weight of equipment, and adopting high-efficiency devices such as LED lights and top-runner devices (motors, transformers). Furthermore, as one of Suzuki's efforts to reduce domestic CO₂, we are revising our energy supply, such as by converting fuels from LPG to city gas at the Osuka and Iwata plants. We also began extending this conversion to the Sagara Plant in FY2024. This conversion process is scheduled for completion in FY2026. As for our overseas plants, we are introducing biogas in India.

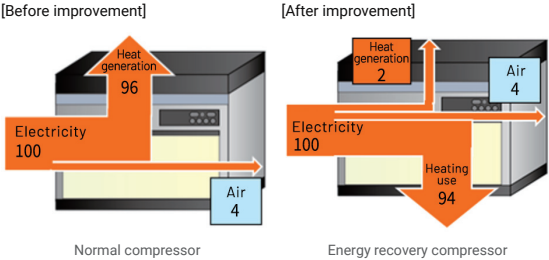
Utilization of compressor exhaust heat to support kitchen water heating

The Suzuki Group promotes various energy-saving activities. These include energy-saving initiatives that recover and utilize exhaust heat from compressors, which we will introduce here.

Prior to the improvements, our compressors were discarding 96% of the energy input as heat, and using only 4%. Compressors were also located at the edge of sites based on a concentrated placement approach.

To address this, we upgraded to exhaust heat recovery compressors. We have also arranged the compressors so they were closer to where heat is used (the kitchen gas water heater).

Through these improvements, we achieved a heat recovery rate of 94% and a utilization rate of 98%, reducing CO₂ emissions by 45 t per year.



Promoting the use of renewable energy

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

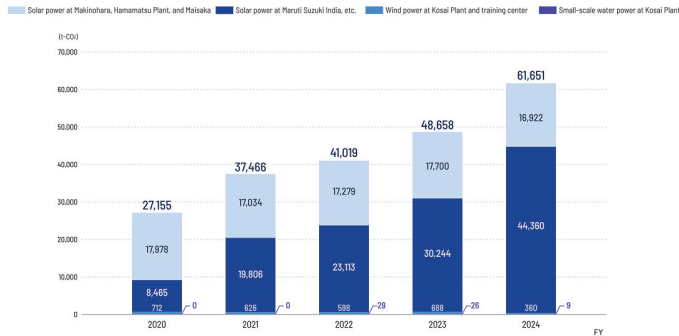
We have been installing solar power facilities at our domestic plants, and have introduced these facilities on land adjacent to the Sagara Plant (Makinohara) and at the Hamamatsu Maisaka-Nishi Solar Power Plant, and Hamamatsu Plant. We also began partial solar power generation at the Iwata Plant in 2021 and the Kosai Plant in 2022, and intend to continue installing solar power facilities at other plants in the future.

We have also installed two wind power generation facilities at the Kosai Plant.

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

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

Amount of CO₂ Reduced with Renewable Energy



Amount of Electric Power Generated with Renewable Energy

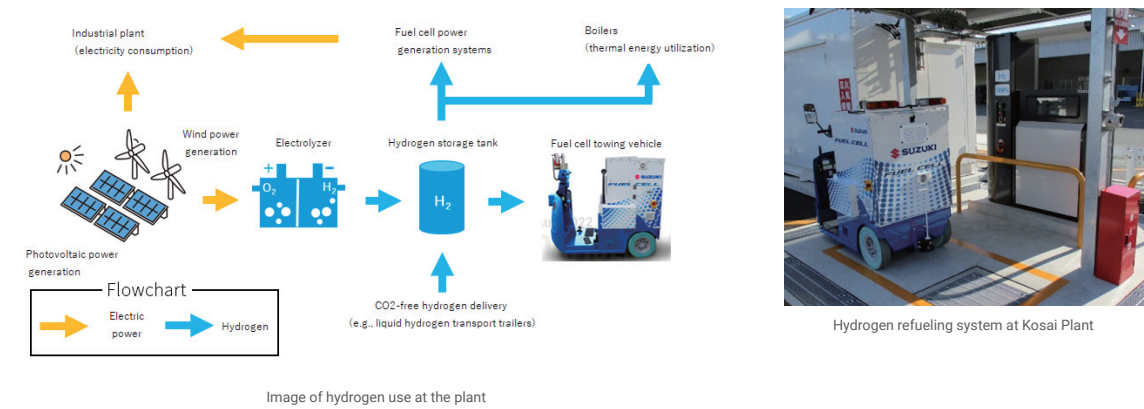
	Amount of electric power generated (MWh)
Solar power generation (Makinohara, Hamamatsu Plant, Maisaka, Iwata Plant, Kosai Plant)	39,722
Solar power generation (Maruti Suzuki India, Suzuki Motor Gujarat, etc.)	59,385
Wind power generation (Kosai Plant)	845
Small-scale water power generation (Kosai Plant)	21

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

Development of a fuel cell system through verification testing of towing vehicle at Kosai Plant

Suzuki has been developing fuel cell system as a one of the technology for achive carbon neutrality. To identify issues to be address in order to apply fuel cell systems to various products in the future, in 2022, we started verification testing of towing vehicle equipped with fuel cell system at our Kosai Plant.

At the plant, we installed a facility that uses Photovoltaic and water electrolyzer to produce hydrogen without emitting CO₂ and then reduels the hydrogen to the towing vehicles, and we have put the facility into actual operation on a production line. The insights gained from this testing will form the basis for resolving issues such as making the system easier for operators to use and increasing its energy efficiency, and developing more compact and higher performing fuel cell system.



Efforts in office activities, etc.

Efforts at data centers

We are promoting energy conservation through the expanded use of IT technology for analyses and calculations, and are also working to reduce energy consumption by efficiently operating the increasing number of IT devices.

Energy conservation through the conversion to environmentally friendly equipment

In addition to consolidating, virtualizing, and cloud transitioning other IT equipment, such as computers, to the cloud, we have also updated facility equipment such as air conditioners and uninterruptible power supplies to more efficient models, resulting in a reduction in annual power consumption of over 1.23 million kWh in FY2024 compared to FY2021. (Reduced by approx. 20%)

We will also install carport-type solar panels in office parking lots, which began generating power in April 2025, which we anticipate will result in 470,000 kWh of internally generated power annually.

Efforts at offices

We are promoting energy saving and CO₂ emission reduction at offices through a group effort involving all employees.

Employee Code of Conduct

Our summer energy savings campaign, which we are promoting by issuing notices to all employees, will run from May to October.

In addition to promoting the use of Cool Biz, we are working to conserve energy by setting the standard for starting air conditioning operation at "room temperature of 28°C or higher or humidity of 60% or higher" and making sure that everyone is aware of this.

We have also set a standard, which will take effect beginning in November, for starting heating operation at a room temperature of 20°C or below as part of our effort to strive for energy conservation.

Furthermore, to reduce energy use in our operations as much as possible by using it more efficiently, we are promoting energy-saving measures such as turning off air conditioning and lights in unoccupied areas, thoroughly implementing energy-saving settings on electrical appliances, and reducing printing by digitizing forms.

Introduction of energy-saving facilities

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

Other efforts

Reducing travel by providing a remote work environment

Providing an IT environment that enables remote work by allowing remote access to internal resources and offering an online conferencing system, etc., we are working to reduce energy consumption due to travel. Use of remote work is increasing at partner companies as well because we have established an environment that allows employees to do work from remote locations so they don't have to come to the office.

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

Monthly users: 7,642 (6,450)
Average users per work day: 376 (307)

*Based on results for March 2025

Efforts at Non-Manufacturing Subsidiaries and Sales Distributors

With the common environmental goal of “aggressively promoting energy-saving activities to suppress global warming by introducing electricity savings and energy-saving facilities” at four non-manufacturing subsidiaries and 56 sales distributors* in Japan, we are engaged in efforts to reduce energy use in business activities, design environmentally friendly stores, and engage in other activities to address climate change.

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

Japan Domestic sales distributors

Promoting energy savings

We are proactively working to conserve energy on a daily basis, such as by using air conditioners, lighting, and information equipment in stores efficiently, and by promoting eco-driving by traveling between store locations or to business partners using company-owned cars and commercial vehicles.

Efforts using IT

We use IT such as the Internet as a tool when discussing business with customers and supporting communication between employees. We strive to reduce energy consumption and CO₂ emissions while helping customers and employees use their time more efficiently and reducing the burden of travel.

Environmentally friendly store designs

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

■FY2024: Solar power generation system installation sites

Distributor	Sites
Suzuki Motor Sales Fukushima Inc.	Suzuki Arena Adatara
Suzuki Motor Sales Gunma Inc.	Suzuki Arena Takasaki Shokanji
Suzuki Motor Sales Chiba Inc.	Suzuki Arena Chiba Newtown
Suzuki Motor Sales Saitama Inc.	Suzuki Arena Soka
Suzuki Motor Sales Nagano Inc.	Suzuki Arena Nagano Chuo
Suzuki Motor Sales Wakayama Inc.	Suzuki Arena Katsuragi
Suzuki Motor Sales Yamaguchi Inc.	Suzuki Arena Tokuyama
Suzuki Motor Sales Yamaguchi Inc.	Suzuki Arena Shimonoseki Ayaragi



Efforts in the Supply Chain, etc.

Efforts in procurement

Efforts in the supply chain toward carbon neutrality

To achieve carbon neutrality (net zero CO₂ emissions) by 2050, it is essential to reduce CO₂ emissions in the supply chain, which accounts for approximately 90% of the CO₂ emissions from manufacturing.

In 2021, Suzuki began activities toward achieving carbon neutrality in the supply chain. Since 2022, we have been receiving reports from our suppliers and have been working to visualize CO₂ emissions by fiscal year, by component, and by supplier.

We also asked our suppliers to develop CO₂ emissions reduction targets and road maps for 2030 and visited their manufacturing sites and conducted reduction activities based on these targets and road maps. Specifically, these included confirming the feasibility of reductions and examples of improvement efforts, identifying challenges in addressing carbon neutrality, and listening to various concerns. Starting in FY2024, we began giving presentations on reduction case studies for local small- and medium-sized business partners to promote carbon neutral activities.

Furthermore, starting in FY2022, we began presenting letters of appreciation to local small- and medium-sized business partners who are engaged in outstanding activities for achieving carbon neutrality naming them "CN Contributing Companies" in an effort to boost their motivation.

Going forward, we will continue cooperating with our suppliers to achieve carbon neutrality.

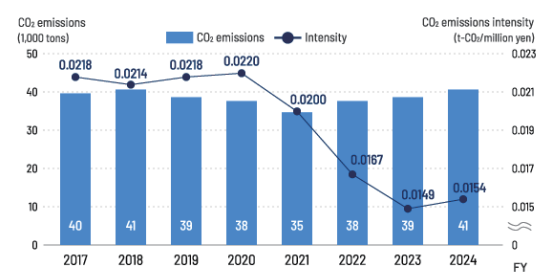
Efforts in domestic transportation

CO₂ reduction activities in domestic transportation (FY2024 initiative results)

As part of our work to reduce CO₂ emissions from domestic transportation, we are working to improve transportation efficiency by reviewing transportation routes to shorten transportation distances, implementing modal shifts, and improving transportation vehicle fuel efficiency, among other efforts.

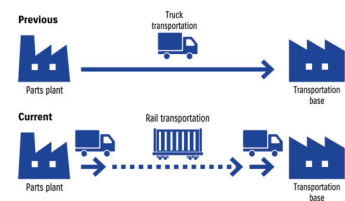
As a result of our transportation efficiency efforts thus far, CO₂ emissions from transportation per net sales in FY2024 have dropped by 33.8% since FY2016.

Trends in CO₂ Emissions from Domestic Transportation



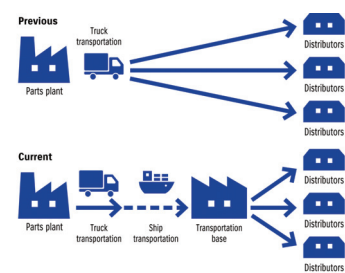
Modal shift of some truck transportation to rail transportation

We have reduced CO₂ emissions through a modal shift from trucks to more energy efficient rail for regular freight transport from a parts plant in Kosai City, Shizuoka Prefecture to a transportation base in Kyushu.



Establishing a transportation base and a modal shift to ships for some transportation to bases

In December 2022, we launched Suzuki Parts Center Tomakomai to serve as a transportation base for parts and supplies bound for Hokkaido. With the establishment of this new transport hub, we shifted approximately 80% of transportation by truck from the parts factory in Kosai City, Shizuoka Prefecture to Hokkaido to transportation by ship, reducing transportation-related CO₂ emissions.



[Railway siding begins operation at Manesar Plant in India](#)
[Contributing to CO₂ reduction through modal shifts](#)

TOPICS >

Valorization of Dairy Waste

Suzuki, through its wholly owned subsidiary, Suzuki R&D Center India Private Limited (SRDI), signed a tripartite agreement with National Dairy Development Board, statutory body of Government of India and Banas Dairy, Asia's largest dairy producer, to establish four biogas production plants to help India achieve carbon neutrality.

The three parties are currently working together to build a biogas plant in Gujarat, with operations expected to begin in 2025.

In India, dairy farming is closely linked to the rural economy, and many cows are raised, especially in rural areas. Cow manure, a dairy waste, release methane, which has a greenhouse effect 28 times greater than that of CO₂ when compared over 100 years, into the atmosphere. We are challenging to establish a business that collects cow manure to reduce methane emissions into the atmosphere, and produce and supply the biogas as automotive fuel by utilizing collected cow manure as a raw material. This biogas fuel is a carbon-neutral fuel that can be used in CNG vehicles, which accounted for approximately 35% of Suzuki's sales in India in FY2024 and in which Suzuki has an approximately 70% share of the Indian market.

In addition, residue from the biogas can also be used as organic fertilizer, which helps promote organic fertilizers.

By expanding initiatives beyond the existing businesses, we can contribute to not only prevent the release of methane into the atmosphere and utilize of waste but also solving social issues in India, such as revitalization of rural economy, creating new jobs, improving energy self-sufficiency, and forming a circular economy society.

On December 25, 2024, SRDI signed a joint venture agreement with NDDB Mrida Limited, a subsidiary of the National Dairy Development Board. Going forward, we through NDDB Mrida Limited will expand the biogas plants which will be built jointly with the Indian dairy cooperatives.

We also plan to expand to other regions in the future, and have already begun initiatives in Pakistan. On September 19, 2024, we signed a memorandum of understanding with University of Agriculture Faisalabad on joint research and development of biogas, and on April 26, 2025, we held a groundbreaking ceremony for a biogas plant that will purify biogas for use as automobile fuel.

Through these initiatives to solve local social and environmental issues, we are challenging to achieve our goal of becoming "infrastructure mobility that is closely integrated into daily life and remains a familiar and reliable presence for customers and society," as outlined in the Suzuki Medium-Term Business Plan (FY2025-FY2030).

Financial Strategies

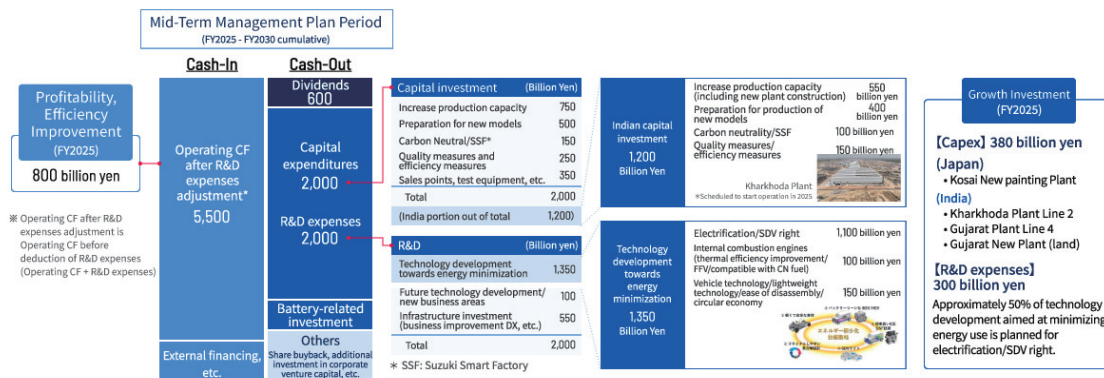
R&D capital investment

In FY2024, R&D expenses were 256.2 billion yen and capital investment was 361.8 billion yen.

Going forward, we will improve profitability and efficiency, secure maximum investment funds, and actively invest in growth. In addition, we will flexibly allocate management resources to the right people in the right places in response to external circumstances in order to maximize corporate value. Growth investments will primarily focus on increasing production capacity to meet growing demand in India and developing technologies to minimize energy consumption.

Specifically, we plan to make 2 trillion yen in capital investments and spend 2 trillion yen on R&D by FY2030, a total investment in growth of 4 trillion yen. A total of 1.2 trillion yen of the capital investments will be India-related, and 1.35 trillion of the R&D expenses will be aimed at energy minimization.

■ Investment of Resources from FY2025 to FY2030



Air Conservation

- Basic Concept
- Efforts in Product Use
- Efforts in Business Activities

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

Basic Concept

Suzuki has been promoting air conservation initiatives, including the introduction of low-emission vehicles suited to each country's situation. As our main markets are in emerging countries such as India and Southeast Asian countries, we would like to make a larger contribution. For example, by promoting activities to generate and procure electricity derived from renewable energy sources on our own, we will not only reduce global CO₂ emissions but also contribute to the conservation of the atmospheric environment in the regions in which we operate. In addition, we will introduce powertrains that are suited to the energy and infrastructure situations of each sales country and region from the perspective of product life cycles, as well as strive to reduce VOCs from production and other processes.

Efforts in Product Use

LCA (Life Cycle Assessment) *1method based calculation of product air pollution emissions

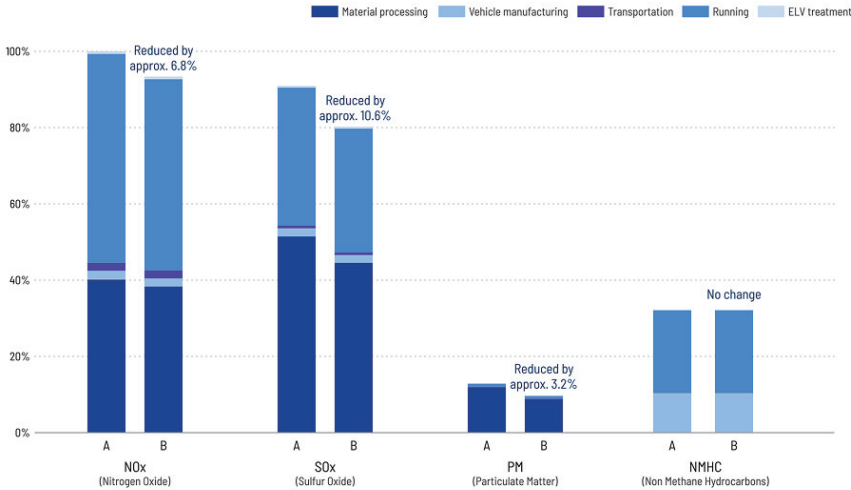
Suzuki conducts LCA not only on CO₂ but on other air-polluting substances as well.
For the current Solio (Mild Hybrid vehicle), we have been able to reduce NO_x, SO_x and PM throughout its lifecycle compared to the previous model.
Suzuki will also continue its initiatives to reduce such substances other than CO₂.

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

Results of the Solio implementation

Ratio assuming NO_x emissions of the previous Solio model (Mild Hybrid vehicle) as 100%

A: Previous model equipped with Mild Hybrid (Launched in December 2020)
B: Current model equipped with Mild Hybrid (Launched in January 2025)



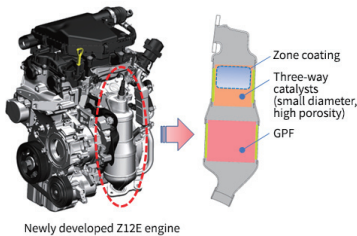
Design and development efforts

Efforts in reducing emission gas

(Automobiles) Reducing exhaust gas emissions

As part of our multi-pathway initiatives, we are focusing on improving engine combustion technology and exhaust gas purification performance, which will contribute to reducing environmental impacts and the use of precious metals in catalysts.

The new Swift, released in 2024, is equipped with the newly developed Z12E engine. The Z12E has achieved world-class high-speed combustion through improvements to the engine itself. By combining this with a highly efficient catalyst and GPF (soot collection filter), we have achieved clean exhaust gas performance while maintaining output performance.



(Motorcycles) Reducing exhaust gas emissions

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

The new DR-Z4S and DR-Z4SM have, among other components, optimized the intake ports, combustion chamber shape, dual spark, cam profile, and two-stage catalyst, to comply with the latest exhaust gas regulations.



(Outboard motors) Reducing exhaust gas emissions

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

Efforts to reduce chemical substances

Reducing VOCs (Volatile Organic Compounds)*1 in cabins

In order to provide safe and secure products to customers, we are making efforts to reduce cabin VOCs by using materials, bonding agents, etc. that emit less VOCs for automobile interior parts. We have achieved the Japan Automobile Manufacturers Association target*2 for in-cabin VOC concentrations for all new automobiles sold in Japan, and even for vehicles produced overseas, and are FY2024 we achieved this target for new models such as the FRONX and Jimny NOMADE. We are also getting ready to address new regulations that are being considered in Europe for the future.

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

*1 VOCs are deemed to be a cause of sick building syndrome (bringing about a headache and/or sore throat) and have been gaining attention for their impact on health.

*2 The Japan Automobile Manufacturers Association (JAMA) has been making voluntary efforts with new passenger car models sold from April 2007 and new commercial vehicle models sold from April 2008 to satisfy the guideline values for vehicle cabin VOCs for substances defined by Japan's Ministry of Health, Labour and Welfare.



Jimny NOMADE interior VOC measurement

Efforts in reducing noise

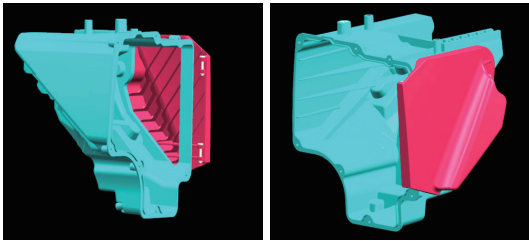
(motorcycles) Product example

The following describes our noise reduction efforts, taking the new DR-Z4SM as an example.

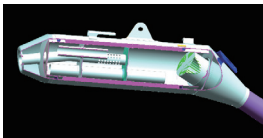
The new DR-Z4SM features many noise-reducing structures to meet the latest noise regulations, and is designed to minimize any increased weight.



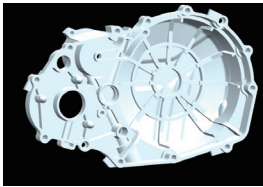
(1) The air cleaner has sufficient capacity and reduces intake noise; ribs configured on the inner walls of both side cases increase rigidity to reduce radiated sound from wall surfaces.



(2) The muffler has sufficient capacity and a structure with a high sound-silencing effect. By configuring glass wool on the inner wall, we improved damping performance and reduced radiated sound from wall surfaces.



(3) The clutch cover has reinforcing ribs optimized using CAE which have been incorporated into the inner wall to increase rigidity and reduce noise radiation from the wall surface.



Efforts in Business Activities

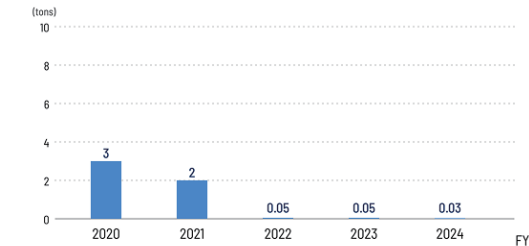
Efforts in production

Efforts in reducing emission gas

Control of SOx and NOx emissions

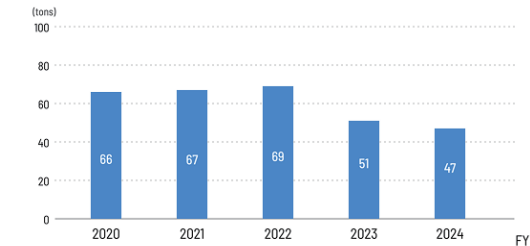
In order to prevent air pollution, we are making efforts to maintain and control sulfur oxide (SOx) and nitrogen oxide (NOx) emissions from boilers, etc. by setting voluntary standards that are stricter than regulation values.

SOx emissions*



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

NOx emissions



[Scope of aggregation]
Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant

Efforts to reduce chemical substances

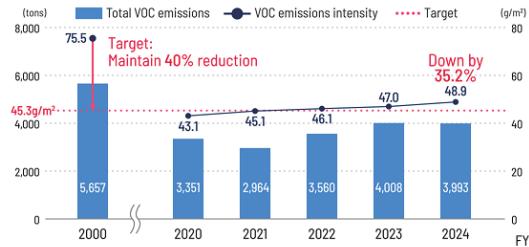
VOC reduction in the painting process

We are working to reduce emissions of VOC solvents used in the painting process.
The Suzuki Environmental Plan 2025 targets reducing VOC emissions per painted area by 50% or more compared to FY2000 in the painting process at plants in Japan.
In FY2024, total emissions from painting car bodies, bumpers and motorcycles were 3,993 tons/year, while VOC emissions per production unit were 48.9 g/m².

A new painting plant will begin operations in Kosai starting in FY2025. Following the lead set by our Sagara Plant, this new painting plant will introduce water-based paints to reduce VOC emissions. Furthermore, we are planning to advance VOC emissions reductions and achieve the goals of the Suzuki Environmental Plan 2025 through, among other efforts, introducing equipment to recover solvent used to clean paint sprayers.

Additionally, we aim to reduce the amount of solvent needed to dilute paint by using thinners with high dissolving capabilities.

VOC emissions in the painting process



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



Efforts in reducing odor

Although we strictly follow the relevant regulations and laws, odors and noises may still be unpleasant for local residents. Complying with the laws and regulations that form the basis of sustainability is our bare-minimum responsibility, and we will continue to take measures to address sources of odors and deodorize our factories so that our factories will be trusted by local communities.

Water Resources

- ▼ Basic Concept

▼ Efforts in Product Use

▼ Efforts in Business Activities

▼ Supply Chain Initiatives, etc.

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

Basic Concept

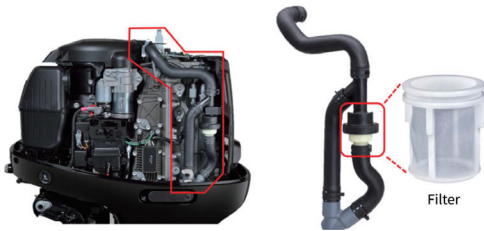
Water resources are the source of all life and the foundation of human economic activities. However, only 0.01% of the Earth's water is freshwater that humans can use. Furthermore, due to recent climate change and population growth, the future supply and demand of water resources is expected to be strained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

Efforts in Product Use

Design and development efforts

| Initiatives to develop a marine microplastic collection device (MPC) - Joint research into technology to identify microplastics collected by MPCs

The MPC developed by Suzuki is a device that can recover microplastics that form in the natural environment when plastics that were not properly recovered flow into the ocean and are then subsequently broken down. These MPCs are installed on some Suzuki outboard motors. One of the challenges facing these MPCs involves improving the accuracy and efficiency of the technology used to separate and analyze plastics from recovered materials. To address this challenge, we signed a joint research agreement with the Nakamura Laboratory of the Faculty of Agriculture, Shizuoka University (hereinafter referred to as Shizuoka University) in September 2023 to develop a technology for distinguishing microplastics by utilizing the adsorption properties of proteins to plastics; these research activities remain ongoing to this day. Through this joint research with Shizuoka University, which excels in research by utilizing the enzymes and proteins of microorganisms, we are working to achieve accurate and rapid identification and analysis by adsorbing and coloring proteins onto microplastics collected by MPCs. If these initiatives can enable us to visualize microplastics more clearly and understand the trends in material quality, we believe that we can identify their sources and otherwise take steps toward reducing the impact of plastics on the environment.



An outboard motor equipped with a microplastic collection device



A demonstration booth for the microplastic detection technology jointly developed by Shizuoka University and Suzuki at the Automotive Engineering Exposition 2024 Nagoya held last July

Efforts in Business Activities

Efforts in production

Efficient use of water resources

Reduction of water consumption

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

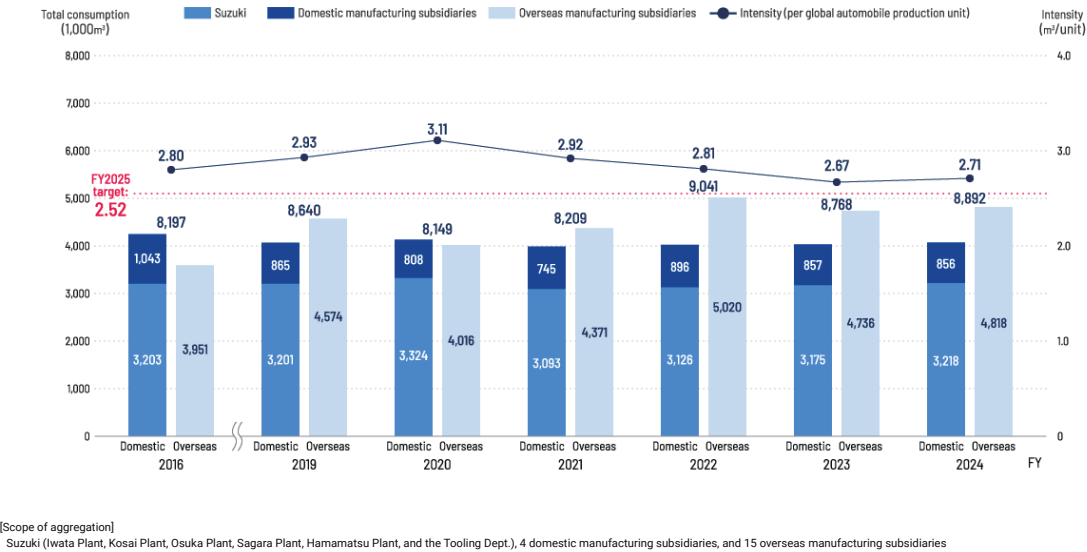
The Suzuki Group is working to reduce the amount of new water intake by conserving water and reusing wastewater at its plants both in Japan and overseas. Specifically, we are adopting airtight cooling towers, utilizing air-cooled systems for compact air conditioners, and using cooling water. Maruti Suzuki India and Suzuki Motor Gujarat, which face particularly severe water shortage problems, achieved zero discharge to the outside by reusing wastewater, using it for gardening on their premises, and introducing water-saving air-cooling systems for their facilities.

The amount of water used in FY2024 in Japan increased by 1.0% compared to the previous fiscal year, amounting to 4.07 million m³. At overseas manufacturing subsidiaries, it increased by 1.7%, amounting to 4.82 million m³.

The intensity increased by 1.5% compared to the previous fiscal year from 2.67 m³/unit to 2.71 m³/unit.

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

Trends in global water consumption



Efforts to prevent sewage spills

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

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



Environmental analysis

Efforts for cleanup of groundwater

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

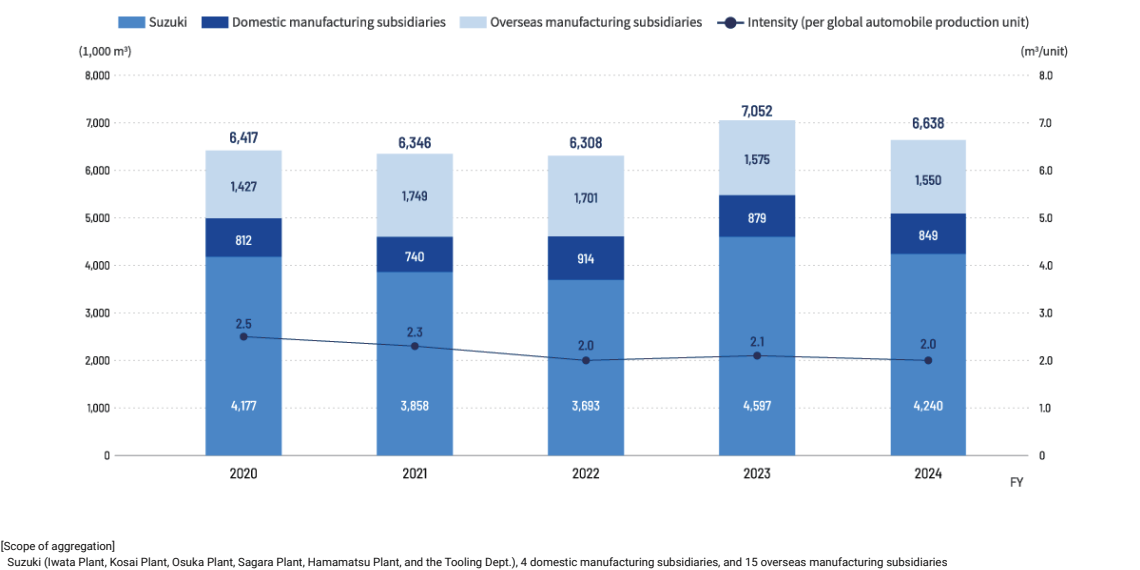
Purification of plant wastewater

Wastewater from production and daily life generated at our factories is purified at our own wastewater treatment facilities before being released into rivers or public sewerage systems. In discharging wastewater, we strive to reduce substances of concern by setting voluntary standards that are stricter than the wastewater standards specified in laws and regulations.

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

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

Trends in global wastewater volume



Efforts in office activities, etc.

Thorough water-conservation at offices and employee dormitories

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

Supply Chain Initiatives, etc.

Efforts in procurement

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

To obtain information of water risk, Suzuki conducts annual research on information regarding water risks of our domestic business partners that purchase large quantities of water. Through this research, we keep track of their water consumption trends and the status of water risk assessment. In the FY2024 survey, those evaluating their own physical risks such as flooding and droughts accounted for 88.7%, and those evaluating their own regulation and reputation risks regarding water usage accounted for 84.7%. We will continue to implement this initiative and gradually expand it to our overseas business partners as well.

Resource Circulation

- ▼ Basic Concept
- ▼ Efforts in Product Use
- ▼ Efforts for End-of-Life Vehicles
- ▼ Efforts in Business Activities
- ▼ Efforts in the Supply Chain, etc.

	Suzuki Environmental Vision 2050	Milestone 2030
Resource circulation	Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally applying recycling technologies and systems developed in Japan by 2050	By 2030: <ul style="list-style-type: none">- Globally apply automobile recycling system- Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electric vehicles- Mitigate waste generation volume at global production sites- Reduce plastic packaging materials

Basic Concept

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

Efforts in Product Use

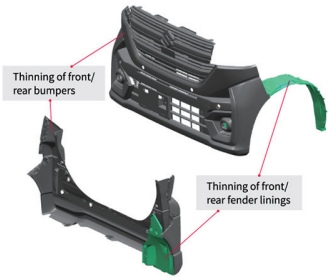
Design and development efforts

Efforts in automobiles

Continuation of designs aimed at reducing materials

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

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



Adopting plant-derived resin (bio polycarbonate)

Suzuki is adopting bio polycarbonate resin (bio PC), which is primarily made of plant-based isosorbide, for automobile parts. In doing so, we are contributing to efficient use through the adoption of petroleum-free raw materials. Bio PC produces great color, and by coloring the resin material, it creates an appearance equivalent to that of painted resin, thereby enabling us to reduce CO₂ and VOCs by eliminating the painting process.

We first adopted Bio PC for the interior color panels of the first-generation Hustler in 2014, and since then, have adopted it for interior parts of the Lapin, Spacia, WagonR, Jimny, Swift, XBEE, the second-generation Hustler, and Spacia. Since we adopted Bio PC for the first-generation Hustler, we have developed a second-generation material with improved impact resistance and a third-generation material that is both more impact resistant and better looking, and have adopted it to an increasing number of models. We adopted Bio PC for exterior parts such as the front grille of the S-CROSS sold in Europe in 2021, and for the Solio and Vitara in 2024. In FY2024, the total annual amount used was roughly 1,100 tons for all models combined.

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



Example of use in interior parts (Spacia)



Example of use in exterior parts (Solio)

Swift, Spacia Custom, and Fronx bumper grilles have been certified with the Biomass Mark



Biomass polycarbonate



Biomass polycarbonate



Biomass polycarbonate



Suzuki's Swift, Spacia Custom, and Fronx bumper grilles have been certified with the Biomass Mark^{*1}. Suzuki was also awarded the 14th Biomass Product Promotion Achievement Award by the Japan Biomass Products Promotion Council for its outstanding efforts in promoting biomass products.

The resin material used for the bumper grilles is biomass polycarbonate (DURABIO^{*2}), an environmentally friendly material that contains 53% isosorbide, a plant-derived industrial starch. Furthermore, the high-brightness coloring material eliminates the need for painting, contributing to reducing the CO₂ and VOCs that cause air pollution during manufacturing.

Suzuki has expanded the use of biomass materials in automotive components to include the Hustler (interior color panels) launched in 2014. When compared to the use of petroleum-derived materials, CO₂ emissions have been reduced by 975t-CO₂ eq/year and VOC emissions by 50t/year (November 2023 to October 2024)^{*3}. Additionally,

we are actively using plant-derived materials in areas other than automotive components, such as the release of a Jimny-designed mug made from cellulose as an original accessory in June 2024.

^{*1} Biomass Mark: The biomass mark is a symbol used to denote environmentally friendly products that utilize biological resources (biomass).

^{*2} DURABIO™: A bio-engineered plastic developed by Mitsubishi Chemical Corporation, whose main raw material is plant-derived isosorbide. DURABIO is a plant-derived transparent engineering plastic that has various properties that differ from general petroleum-derived polycarbonate resin, and has particularly high functionality in terms of weather resistance and surface properties.

^{*3} The reduction amount is only for the Swift and Spacia Custom.

Efforts in recycling

Adoption of recyclable resin materials

Automobile manufacturing that takes recycling into account (recyclable design) is an important initiative in vehicle design. Suzuki works hard every day to create eco-friendly vehicles, such as by employing easy-to-recycle materials for exterior and interior resin parts.

■ Major components using recyclable resin materials (exterior)



■ Major components using recyclable resin materials (interior)



[Suzuki and Eidai Kako Co., Ltd. jointly develop "mono-material floor mats" that reduce CO2 emissions](#)

* The linked page is available in Japanese only.

TOPICS >

Design that considers recycling

We think about recyclability beginning in the new vehicle design and development stages, and we are working to create vehicles that are simple to dismantle and disassemble.

DOOR GLASS RUN
A structure that allows easy removal without the use of tools

OUTER WEATHERSTRIP
A structure that allows easy removal without the use of tools

REAR BUMPER
A structure that allows removal without having to detach the rear combination lamp, etc.

INSTRUMENT PANEL CENTER GARNISH
A structure that allows easy removal by engaging the clip

INSTRUMENT PANEL CLUSTER PANEL
A structure that allows easy removal by engaging the clip

INSTRUMENT PANEL ASSISTANT SIDE PANEL
A structure that allows easy removal by engaging the clip

INSTRUMENT PANEL DRIVER SIDE PANEL
A structure that allows easy removal by engaging the clip

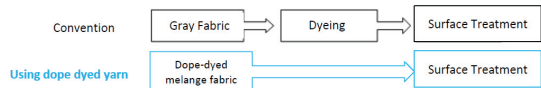
Eco-friendly seat

Adoption of seat fabric that reduce dye consumption and water consumption

The Alto, launched in December 2021, features seats using dope dyed yarn*¹ on the surface. Using dope dyed yarn makes it possible to reduce dye consumption by 42% and water consumption by 19% compared to conventional dyeing processes.*² We are making effective use of limited resources and creating products that are environmentally friendly.

*¹ Dope dyed yarn: Yarn made by adding pigments to color it during the process of melting raw materials and turning them into fibers.
*² According to research by Suminoe Teijin Techno Co., Ltd.

Process concepts



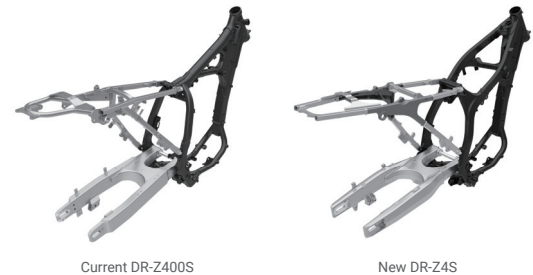
HYBRID



Efforts in motorcycles

Development and design that considers weight reduction

We have made significant changes to the shape of the new DR-Z4S's frame compared to that of the current DR-Z400S in order to comply with regulations, but in pursuit of a design that delivers "smaller, fewer, lighter, shorter and more beauty," the weight increase has been kept to just 5% by simplifying the structure and optimizing plate thicknesses.



Adoption of recyclable resin materials

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles. We use easily recyclable PP resin materials in the exterior parts of the new DR-Z4S shown below.



Efforts for End-of-Life Vehicles

Efforts in end-of-life vehicle collection and recycling

Efforts in reuse

Rebuilt parts (reused parts) for repair*

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

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

Development of reuse technology for used lithium-ion batteries

We have been promoting the reuse of lithium-ion batteries(the photo on the upper left) installed in our Mild Hybrid vehicles starting with the launch of the Wagon R in September 2012. As a result, we have developed technology to reuse lithium-ion batteries collected from end-of-life vehicles as power sources for solar street lights.

Conventionally, the used lithium-ion batteries that still have remaining capacity have been disposed of. However, this technological development makes it possible to reuse the batteries from ten end-of-life vehicles to power a single solar street light.

Currently, these street lights have been installed at our four sites (Head Office, Kosai Plant, Marine Technical Center, Yokohama Research Center) and at a public facility "Amuse Toyoda" (the photo on the lower left) in Iwata City, Shizuoka Prefecture. In addition, by applying this street light technology, we have developed a signage that reuses lithium-ion batteries from 12 end-of-life vehicles, which has been installed at a Suzuki dealership (the photo on the right).

We will continue to promote the reuse of used lithium-ion batteries to realize the circular economy.



Efforts in recycling

Efforts to comply with recycling laws in Japan

Efforts to comply with the Automobile Recycling Law

In accordance with the Automobile Recycling Law*¹ enacted in January 2005, we collect and recycle shredder scraps (ASR*²), airbags, and CFCs from end-of-life vehicles. Implemented in FY2024 (from April 2024 to March 2025) is as follows.

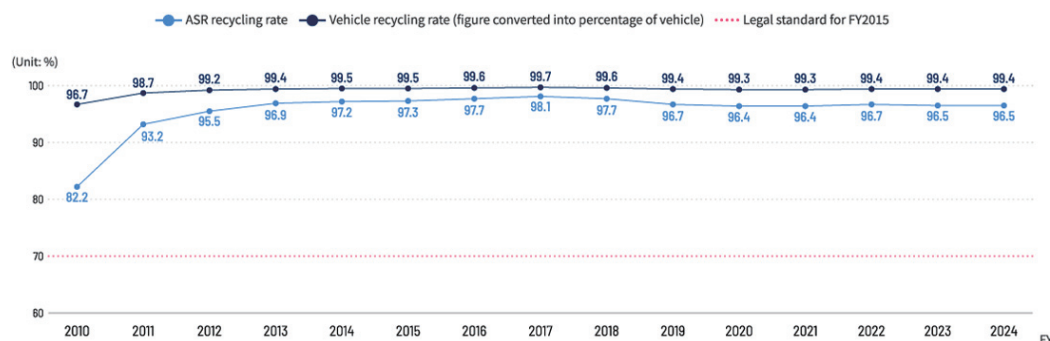
*1 Automobile Recycling Law: Formal name "Act on Recycling of End-of-Life Vehicles"
*2 ASR: Automobile Shredder Residue

Collection and recycling of ASR

Our ASR recycling rate was 96.5% in FY2023, and since FY2008, we have continuously achieved the legal standard enacted in FY2015 (70% or higher). We have achieved a vehicle recycling rate of 99.4%^{*3}.

We are promoting the collection and recycling of ASRs through ART^{*4} formed by 12 automobile manufacturers, etc. (as of March 31, 2025), including Nissan Motor Co., Ltd., Mazda Motor Corporation, and Mitsubishi Motors Corporation, working together with recycling companies nationwide for the purposes of complying with regulatory requirements, properly disposing of waste, increasing recycling rates, and reducing disposal costs.

■ Trends in the ASR recycling and vehicle recycling rates^{*5}



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

^{*4} For more information on the initiatives and recycling accomplishments of the automobile shredder residue recycling promotion team, please visit the website below.
The linked page is available in Japanese only.
<https://www.suzuki.co.jp/about/csr/recycle/index.html>

^{*5} The recycling rate figures for FY2023 and prior have been revised retroactively due to a revision of the calculation method

Collection and recycling of airbags and fluorocarbons

Our airbag recycling rate was 97.0%, and since FY2004, we have continuously achieved or fulfilled the legal standard (85% or higher). We collected and disposed of 69.5 tons of CFCs. For the collection and recycling of airbags and collection and disposal of CFCs, Suzuki and all manufacturers organized the Japan Auto Recycling Partnership for working together with recycling companies throughout the nation. In order to make continuous efforts to further promote end-of-life vehicle recycling, we will design easy-to-recycle products, conserve and effectively use resources, reduce waste, reduce the cost of recycling, and establish a stable recycling system.

Overseas recycling efforts

In India, Maruti Suzuki India established a joint venture, MSTI (Maruti Suzuki Toyotsu India Private Limited), with the Toyota Tsusho Group ahead of legislation to properly dismantle and recycle end-of-life vehicles, and began operating a model facility for proper disposal of end-of-life vehicles in October 2021. It aims to reduce illegal dumping of vehicles and parts and also tackles environmental issues including global warming and soil and water contamination.

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

We also provide information on the dismantling of new automobiles to disposal companies in a timely manner through the International Dismantling Information System (IDIS), which is jointly organized by automobile manufacturers. Moreover, the EU's Reusability, Recyclability, and Recoverability Directive (RRR Directive: 2005/64/EC) requires that new vehicles be recyclable to a minimum of 95% as a condition for receiving the type approval of motor vehicles. To satisfy the requirements of the directive, we were audited by an authorized auditing agency on our systems and structures for collecting material data and verifying substances of concern. As a result, we acquired a Certificate of Compliance (COCOM) in August 2008 and RRR Directive approval for all of our vehicles sold in Europe. Subsequently, we underwent an audit by an authorized authority based on the revised European RRR Directive (2009/1/EC), and obtained a new Certificate of Competency (New COCOM) in October 2011. This has been renewed every two years since then, and new vehicle models have been approved under the revised European RRR Directive.

Voluntary recycling efforts

Efforts for recycling of bumpers

In an effort to use resources more effectively, we have been collecting and recycling used bumpers that have been removed from automobiles by distributors at the time of repair or replacement. Initially, used bumpers were collected from distributors in their original form. Since 2000, however, they have been collected after being shredded by bumper shredding machines, which have been installed at distributors nationwide (with some exceptions). Additional bumper shredding machines were introduced or added in FY2012. As a result, the volume of the bumpers at the time of transportation was reduced to one-sixth of the previous volume, allowing for a reduction of logistics-related CO₂ emissions due to efficient transportation. At present, collected bumpers are recycled and reused to produce automotive parts such as fuel filler hose covers, side deck insulator covers, battery holders, engine undercovers, and foot rests. In FY2024, approximately 76,000 used bumpers were collected.

■ Examples of parts using recycled materials derived from replaced bumpers



Fuel filler hose cover of CARRY



Side deck insulator cover of CARRY

Recycling of batteries

Collection and recycling of used lithium-ion batteries in Japan

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

In conjunction with the start of a free collection system for lithium-ion batteries with the Japan Auto Recycling Partnership as the point of contact, Suzuki joined the collection system and has been collecting and properly disposing of used lithium-ion batteries. By FY2024, we had collected a total of 36,694 batteries from scrapped vehicles.

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

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

*The linked page is available in Japanese only.

Collection and recycling of used lithium-ion batteries overseas

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

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

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

Regarding voluntary motorcycle recycling efforts

Our voluntary motorcycle recycling efforts were launched in October 2004, with the participation of four domestic motorcycle manufacturers and three importers (as of April 2025). These efforts have established a recycling system that is in line with the actual distribution of motorcycles in Japan and involves the disposal, scrapping, and recycling of used motorcycles. In October 2011, we began collecting motorcycles at the time of disposal free of charge. End-of-life motorcycles are taken back at end-of-life motorcycle dealers and designated collection centers throughout the nation for the convenience of our customers. These motorcycles are then collected at 13 scrapping/recycling facilities nationwide, where they are dismantled, shredded, and sorted. Materials that can be used as recycled materials are reused, while other waste materials are properly disposed of. Suzuki's recycling rate in FY2024 was 97.8% on a weight basis, achieving the recycling rate target of 95%.

For details, please see the following websites.

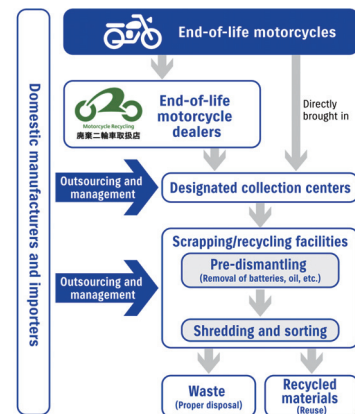
Regarding Suzuki's voluntary motorcycle recycling efforts (detailed)

<https://www1.suzuki.co.jp/motor/recycle/index.html>

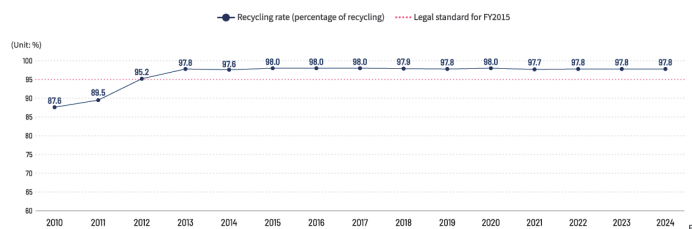
*The linked page is available in Japanese only.

Japan Automobile Recycling Promotion Center (motorcycle recycling)

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



■ Trends in the recycling rate of Suzuki motorcycle products (from FY2010 to FY2024)



Voluntary efforts for recycling FRP* boats

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

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

* FRP (Fiber-reinforced plastic)

For details, please see the following websites.

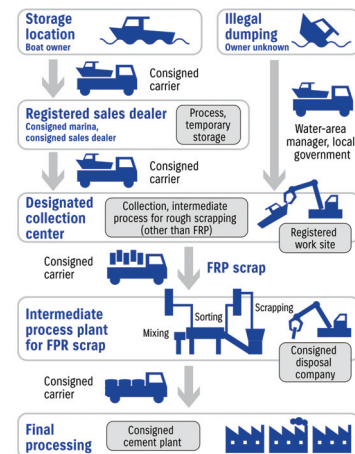
Suzuki Voluntary Efforts for the FRP Boat Recycling System

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

*The linked page is available in Japanese only.

Japan Marine Industry Association FRP boat recycling business

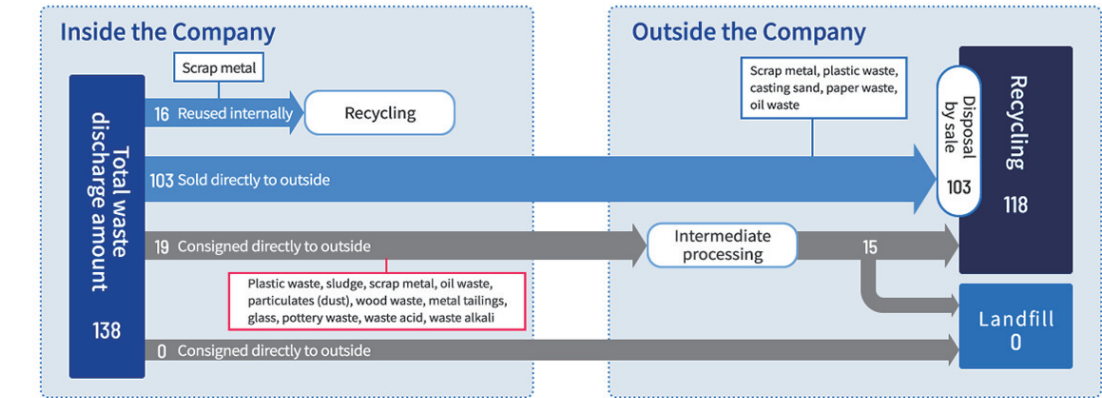
<https://www.marine-jbia.or.jp/recycle/index.html>



Efforts in Business Activities

Efforts in production

■ Flow of waste, etc. (unit: thousand tons/year)



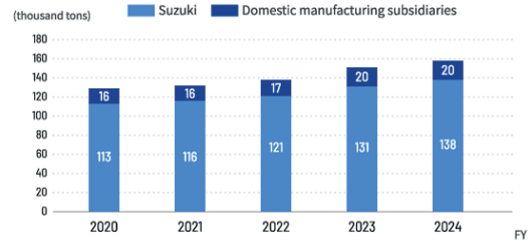
*Waste, etc.: A term referring to a combination of waste and valuable by-products.
Scope of aggregation
Head Office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.

Reduction of waste materials

Total waste disposal

The total amount of waste discharged at Suzuki and domestic manufacturing subsidiaries was 158,000 tons (up 4% from the previous fiscal year).

■ Trends in total Suzuki Group waste discharge amount



Scope of aggregation
Suzuki (Head Office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.), 4 domestic manufacturing subsidiaries)

Landfill waste amount

Suzuki and its domestic manufacturing subsidiaries achieved zero landfill waste volume* in FY2024 at 0.04 tons, and will continue to promote the maintenance of zero landfill waste volume.

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

Efforts in office activities, etc.

At Suzuki's head office, generated paper waste was previously burned for thermal recycling (reused as heat energy). Since July 2005, however, we have engaged in material recycling instead of thermal recycling, through separate collection of office documents, newspapers and magazines, corrugated cardboard boxes, etc. We recycled 129 tons of paper waste in FY2024.

Response to the Plastic Resource Circulation Act

Suzuki has been recycling 100% of industrial waste from plastic products since 2001 and will continue 100% recycling in the future. Going forward, in conjunction with efforts to reduce waste generation, we will promote material recycling through rigorous separation of waste, and aim for a recycling style where waste can be used again as raw materials for Suzuki products.

Efforts in the Supply Chain, etc.

Efforts in transportation

Efforts to reduce

In order to reduce plastic waste generated from our business activities, in 2020 we started working on reducing plastic from packaging for outboard motor products and spare parts. We carried these activities in the following order or priority: (1) Can we discontinue plastic packaging? (2) Can we reduce plastic packaging? (3) Can we replace plastic packaging with more environmentally friendly materials? We are currently working to change product and spare part packaging materials from plastic to rayon, paper, and biodegradable materials.

From the beginning of the activities through March 2025, we reduced plastic by a total of approximately 112 tons.

Reduced shipping packaging materials

Use of returnable containers: Reuse of corrugated cardboard boxes
<Reduction in weight of packaging materials such as corrugated cardboard used for shipment of spare parts>

We are pursuing the use of returnable containers in our domestic shipping of spare parts. Moreover, we have implemented reuse (recycling) of used corrugated cardboard at our domestic parts centers.

In FY2024, we used returnable containers in approximately 32.2% of all shipping, which eliminated approximately 186.6 tons of cardboard boxes.



Reuse and recycling efforts

Reuse of waste materials

We reuse waste material produced in plants to make cushioning materials designed to prevent damage to spare parts during transportation. We reused approximately 0.8 tons of corrugated cardboard waste in FY2024.



Corrugated cardboard reuse

Reduction of plastic packaging materials

We replaced the packaging plastic bags used for shipping spare parts to domestic parts centers with returnable bags, reducing plastic use. We are also working to protect the global environment by switching from petroleum-based plastic bags to biodegradable ones. In FY2024, we reduced our use of petroleum-derived polyethylene bags by 8.0 tons.



Chemical Substances

▼ Efforts in Product Use ▼ Efforts in Business Activities

Efforts in Product Use

Design and development efforts

Promotion of green procurement

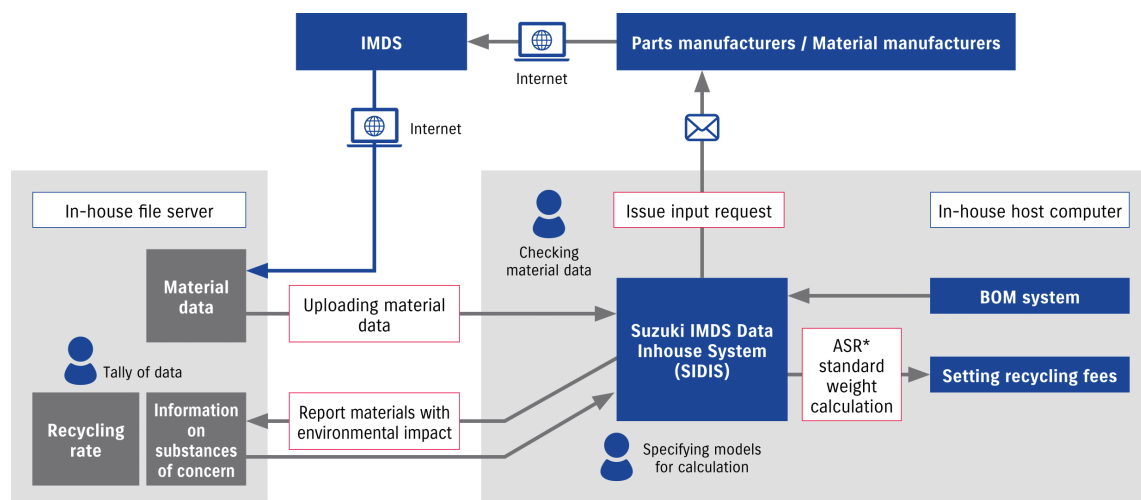
We have established the Suzuki Green Procurement Guideline that indicates our policy to purchase eco-friendly parts and materials from suppliers who are making ambitious efforts in environmental conservation and agree to our guideline by submitting the Suzuki Green Procurement Promotion Agreement to us. We partially revised this guideline in October 2013 to clarify the matter related to the establishment of a substance of concern management system at partner companies, and also created and added a self-check sheet for the control system. (We have been requesting new and existing suppliers to submit checklists thereafter. More than 91% of suppliers of production parts have attained outside certifications including ISO 14001.) Also, we work alongside our suppliers to conform not only to existing regulations, such as the European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), but also various future environmental laws and regulations. Also, we ask business partners to work on reducing environmental loads such as (1) CO₂ emissions, (2) VOC emissions, (3) amount of waste generated, and (4) water usage, and (5) to promote energy saving in their business activities. We will revise the Suzuki Green Procurement Guideline in FY2025 in an effort to further enhance our green procurement initiatives.

*Green Procurement Guideline: <https://www.suzuki.co.jp/about/csr/green/guideline/index.html>
The linked page is available in Japanese only.

Management of substances of concern

In recent years, new regulations on substances of concern have been successively increased on a global basis. Suzuki provides products to customers worldwide and therefore must respond quickly to rapid changes. In light of this reality, Suzuki introduced the IMDS (International Material Data System), a material data collection system for the automobile industry, in 2003, and further used it to build its own in-house environmentally hazardous substances management system (system name: SIDIS = Suzuki IMDS Data Inhouse System) to efficiently collect information on the materials and chemical substances used in each part. We use this information to calculate the recyclability rate, which is a requirement to receive type approval of motor vehicles in Europe, and manage various regulated substances as part of green procurement. In FY2024, Suzuki provided customers with 35 models including automobiles, motorcycles, and outboard motors after confirming that these products complied with regulations for substances of concern. In the future, new regulations such as the European ELV regulations will require new calculations of the percentage of recycled materials used, so we are currently considering calculation methods and SIDIS specifications as we move forward with these measures. We expect regulations to tighten even more, so we will comply closely with these regulations and strive to provide customers with products with low environmental impacts.

Internal management system of substances of concern



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

Green Procurement Guideline operational audit

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

Audit for implementation of Asbestos Control Procedures

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

(FY2024 Results)

On-site audits (seven sites)

- Tai Ling Motor Co., Ltd. (Taiwan)
- Vietnam Suzuki Corp. (Vietnam)
- Changzhou Haojue Suzuki Motorcycle Co., Ltd. (China)
- Jinan Qingqi Suzuki Motorcycle Co., Ltd. (China)
- Suzuki Philippines Inc. (Philippines)
- Suzuki Manufacturing of America Corporation (USA)
- Suzuki Motor USA, LLC (USA)

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

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

(FY2024 Results)

Companies that were audited and received guidance: 15

Conformance to regulations concerning chemical substances

We have been working with our suppliers to switch to products that do not contain PFHxS (perfluorohexane sulfonic acid), which has been designated as a substance to be eliminated under the Stockholm Convention on Persistent Organic Pollutants, and have confirmed that all products were free of PFHxS by February 2024. Currently, we are working on switching to products that do not contain Dechlorane Plus (DP), as well as UV-328, MCCP (medium-chain chlorinated paraffin), and LC-PFCA (long-chain perfluorocarboxylic acids), which have also been designated as substances to be eliminated under the Stockholm Convention on Persistent Organic Pollutants (POPs). As initiatives to confirm non-inclusion of regulated substances, we established internal regulations in April 2023 on procedures for complying with regulations to ensure the switchover of regulated substances, and we have been promoting efforts to strengthen post-mass production management, including sampling analysis and confirming that parts do not contain these substances.

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

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

(FY2024 Results)

- Confirmation of non-inclusion of PFHxS (perfluorohexane sulfonic acid) completed
- Promoting switching to non-containing DP (Dechlorane Plus), UV-328, MCCP (medium-chain chlorinated paraffin), and LC-PFCA (long-chain perfluorocarboxylic acids)
- Implementation of sampling analysis of priority control substances, including four heavy metals

Efforts in Business Activities

Efforts in production

Efforts to reduce chemical substances

Purchasing new substances

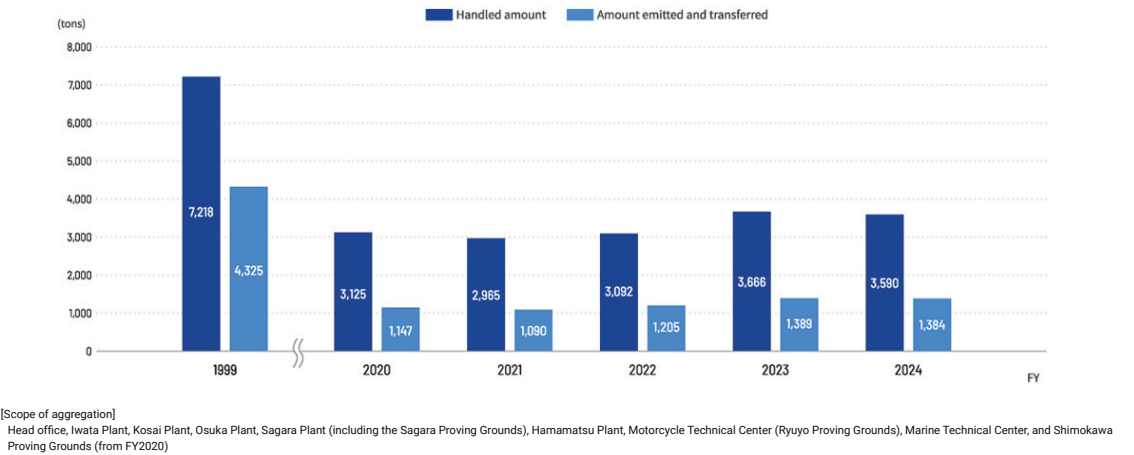
Before our domestic offices and plants adopt new materials such as paint, oil, and detergents, the environmental management department examines the toxicity of chemical substances contained in the materials and the planned amount to be used, as well as how to use and store them, and determines whether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

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

PRTR (Pollutant Release and Transfer Register) target substances

To reduce environmental loads, we are working to reduce PRTR target substances. The amount released and transferred was 1,384 tons in FY2024.

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



Plan for disposal of PCB (Polychlorinated Biphenyl)

The Act on Special Measures concerning Promotion of Proper Treatment of PCB Waste requires appropriate disposal of PCB waste contained in old capacitors, etc., by March 31, 2027. Suzuki is currently working to complete the disposal of this PCB waste. At Suzuki's domestic offices and plants, PCB waste has been disposed total of 2,849 units as of March 31, 2025.

Efforts to prevent soil and groundwater contamination

Based on historical investigations, we conduct soil surveys when making changes to the character of land that is at risk of soil contamination and are making efforts in remediating and removing contamination appropriately when soil contamination is found. In FY2024, we conducted 15 soil surveys at our domestic offices and plants, and found soil contamination in four cases. For land where soil contamination has been confirmed, we are managing or remediating such soil appropriately in accordance with the Soil Contamination Countermeasures Act.

Biodiversity

- Basic Concept
- Efforts for Biodiversity

Basic Concept

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

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

Efforts for Biodiversity

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

The Suzuki Biodiversity Protection Guidelines will be our guiding principles for recognizing that business activities, etc., can impact biodiversity, which has provided our life with enormous natural blessings (ecosystem services) since the birth of humanity, for reducing such impacts, and for making efforts to ensure sustainable usage.

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

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

Suzuki Biodiversity Guidelines

- > Suzuki Biodiversity Guidelines
- *The linked page is available in Japanese only.

Emphasized efforts for biodiversity

Reduce environmental loads generated through business operations and products

- (1) Promote energy saving, resource saving, and the 3Rs at business stages from product development to recycling.
- (2) Promote improvements in fuel efficiency of and R&D for next-generation vehicles in order to reduce greenhouse gases.
- (3) Work on reducing the use of substances of concern through the supply chain.

Expand environmental communication

- (1) Promote environmental beautification and conservation activities in cooperation with local communities.
- (2) Train all employees on appropriate understanding of biodiversity and related initiatives.
- (3) Work on announcing environmental information and self-conservation activities broadly to society.

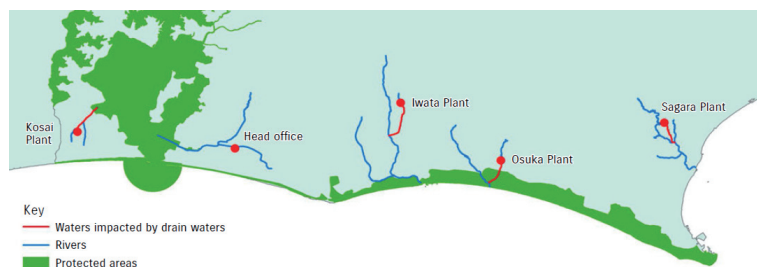


Specific actions

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

Environments and ecosystems of surrounding areas

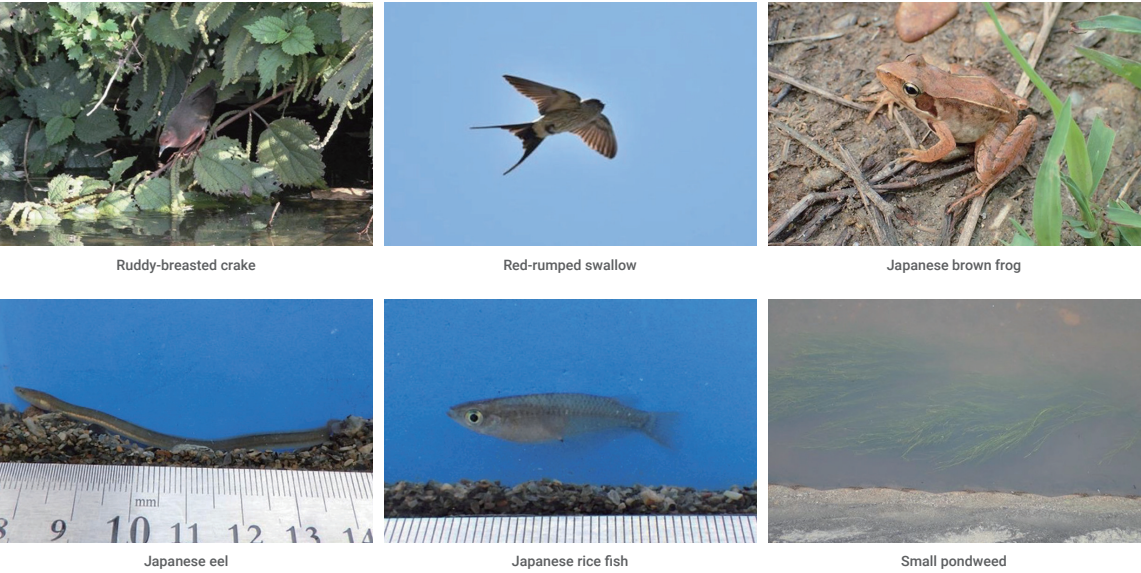
In 2018 and 2020, we conducted research on water area and flora and fauna living in and around rivers, of which more than 5% of their water comes from water released from our five domestic offices and plants. As a result, we confirmed that there are 213 species of flora and fauna, 12 of which are endangered, living in these habitats.



■ Wastewater discharge destinations and water areas impacted

Target areas	Discharge rivers	Affected water areas*1	Confirmed endangered species*2
Head Office	Horidome River	None	N/A (no impacted water areas)
Kosai Plant	Kasago River	Kasago River → Confluence point with Lake Hamana	Ruddy-breasted crane (Aves), Eurasian sparrowhawk (Aves), Red-rumped swallow (Aves), Rustic bunting (Aves), Japanese brown frog (Amphibian), Japanese eel (Pisces), Lefua echigonia (Pisces), Japanese rice fish (Pisces), Meretrix lusoria (shellfish), Small pondweed (plant) - 10 total species
Iwata Plant	Akuro River	Akuro River → Confluence point with Imanoura River	Sparrowhawk (Aves), Japanese eel (Pisces), Japanese rice fish (Pisces) - 3 total species
Osuka Plant	Nishioya River	Nishioya River → Confluence point with Benzaiten River	Peregrine falcon (Aves), Red-rumped swallow (Aves) - 2 total species
Sagara Plant	Hirugaya River	Hirugaya River → Confluence point of Hagima River and Shirai River	Ruddy crane (Aves), Grey-faced buzzard (Aves), Red-rumped swallow (Aves), Japanese eel (Pisces), Japanese rice fish (Pisces) - 5 total species
Hamamatsu Plant	Not released in rivers	None	Out of scope

*1 Water areas where discharge from Suzuki accounts for 5% or more of the average annual water volume of rivers
*2 Species that are listed as endangered on the red lists of the International Union for Conservation of Nature and Natural Resources and the Ministry of the Environment, as well as red lists and regulations of prefectures and cities.



Forest conservation activities

Suzuki's Forest (Hamamatsu)

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

These activities were conducted 33 times in total (17 planting sessions and 16 undergrowth clearing sessions) and attended by approximately 1,600 volunteers in total.



Suzuki's Forest planting project

Forest of the Suzuki Shimokawa Proving Grounds (Hokkaido)

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

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

Participation in the Corporate Forest Preservation Program (Hokkaido)

As part of its environmental preservation and social action programs, Suzuki endorses the purpose of the Corporate Forest Preservation Program*, which utilizes national forests. We have been supporting forest development activities through a Profit-Sharing Afforestation agreement concluded with the Japanese government (Forestry Agency) for the period from 1996 to 2028. For an approximately 4.3 hectare national forest (containing approximately 3,000 trees) in Shimokawa Town, Suzuki conducts profit-sharing afforestation by entrusting the work to the local forestry cooperative through the Hokkaido Regional Forest Office. Also, for many years, we have contributed to the preservation of national land through watershed conservation, sediment discharge prevention and CO₂ absorption and fixation, and when revenue is shared, the net profits will be used for further afforestation activities.

* Forestry Agency's Corporate Forest Preservation Program and Profit-Sharing Afforestation
https://www.rinya.maff.go.jp/j/kokuyu_rinya/kokumin_mori/katuyo/kokumin_sanka/hojin_mori/index.html
The linked page is available in Japanese only.

Suzuki's environmental contributions through these forests in FY2024 are evaluated as follows.

Suzuki's environmental contribution through forest conservation (FY2024)

Measurement item	FSC® Forest Group Certificate for Forests of Suzuki Shimokawa Proving Grounds (FSC®C015134)	Corporate Forest Preservation Program, Regional Forest Office of Forestry Agency
(1) Contribution to water yield	155,609 m ³ /year	1,494 m ³ /year
(2) Contribution to prevention of sediment discharge	5,557 m ³ /year	51 m ³ /year
(3) Contribution to absorption/fixation of carbon dioxide	1,981 t-CO ₂ /year	17.5 t-CO ₂ /year

*Calculated using the project evaluation method employed by the Forestry Agency.
The combined figures for the Forests of Suzuki Shimokawa Proving Grounds and the Corporate Forest Preservation Program are as given below.
(1) 78.51 million 2-liter plastic bottles (2) 1,020 10-ton dump trucks (5.5 m³/truck) (3) Annual CO₂ emissions per person (tons/year) 5,295 person's worth

Philippines

Suzuki Philippines Inc.

Tree planting: "Protect the Earth, plant trees"

As part of our CSR and ESG initiatives, on November 19, 2024, we conducted our annual tree planting activity at UP Laguna-Quezon Land Grant in Siniloan, Laguna. Led by the Company president and other executives, 28 volunteers participated in the planting of 150 trees native to the Philippines, bolstering the Company's efforts toward environmental conservation and sustainability. This activity not only aims to support forest regeneration and biodiversity restoration, but also to raise environmental awareness among participants. Working with agencies like the UP Land Grant Management Office, we will continue to work for a greener, cleaner, and more sustainable future.

Suzuki Clean Ocean Project

Conducting the Suzuki Clean Ocean Project

The Suzuki Clean Ocean Project is Suzuki's environmental initiative, consisting of: 1. the CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities) which has been ongoing since 2011, 2. Activities to reduce plastics from packaging for outboard motor products and spare parts which were launched in 2020, and 3. Activities to collect marine microplastics using microplastic collection devices for outboard motors. The Suzuki Clean Ocean Project is also a Suzuki-specific initiative for solving issues identified by the United Nations' Sustainable Development Goals (SDGs) and shows a commitment by Suzuki Marine to pursue its brand slogan of "THE ULTIMATE OUTBOARD MOTOR" in terms of the environment as well. Under these three activities, we will team up with our partners around the world, including outboard motor users, dealers, boat builders, business partners, Suzuki Group companies, employees, and their families, to clean up the oceans worldwide.

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



Symbol mark of the Suzuki Clean Ocean Project



<https://plastics-smart.env.go.jp/>

Clean-Up the World Campaign (waterside cleanup activities)

Suzuki waterside cleanup activities marked the 16th year in 2025. The activities originally started in Japan in 2010 and were subsequently launched in 2011 as a global initiative of the Suzuki Group under the name of Clean-Up the World Campaign. Many overseas marine distributors participate every year, and in FY2024, a total of 5,682 people participated in 77 events around the world, working to contribute to local communities by cleaning up waterside areas.

The total number of participants since the start of the program reached 23,000 in FY2024, and the program is expanding every year.



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

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

Cleanup activities

Suzuki Manner Improvement Activities

Suzuki was registered in the “Hamamatsu City Road/River Foster-parent System” in September 2004, and has been conducting cleanup activities under the banner of “Suzuki Manner Improvement Activities,” with the aim of improving the manners and environment/beautification awareness of employees. For those activities, in-house volunteers clean roads around the head office and the Takatsuka underpath every month. A total of over 17,700 participants have conducted the cleanup activities 243 times through March 2025, and they have collected 103 mini-truck loads of flammable and non-flammable garbage. In 2023, this activity was acknowledged by the government with the Company receiving the Minister of Land, Infrastructure, Transport and Tourism Award for FY2023 as a stewardship organization for rivers, coasts, and roads.

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



Suzuki Manner Improvement Activities

Japan

Domestic sales distributors

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



Suzuki Jihan Oita Corporation Inc.
Tanoura beach cleanup activities



Social

- 74 Product Quality and Safety
- 81 Reduction in Traffic Accidents
- 91 Sustainable Local Community
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- 112 Nurturing of Human Capital
- 120 Diversity of Human Capital
- 125 Occupational Health and Safety
- 135 Stable Labor-Management Relations
- 141 Establishing a Robust Supply Chain

Product Quality and Safety

- ▼ Basic Approach
- ▼ Structure for Promoting Quality and Safety
- ▼ Product Quality Measures
- ▼ Education
- ▼ Consultation Desk
- ▼ Third-Party Evaluation

Basic Approach

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

Quality policy

Develop products of superior value by focusing on the customer

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

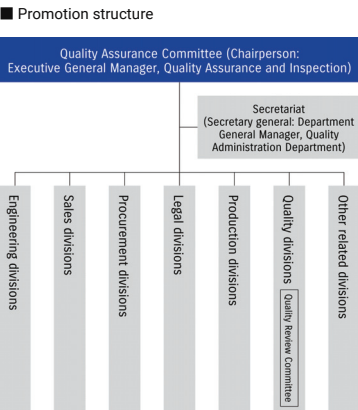
The first item of the Mission Statement, established in March 1962, has been Suzuki's quality policy since 2003. It states our goal toward carrying out our social mission as a company. The highest goals of Suzuki and its reason for existence are the continuous production of even better products and the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

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

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

Structure for Promoting Quality and Safety

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

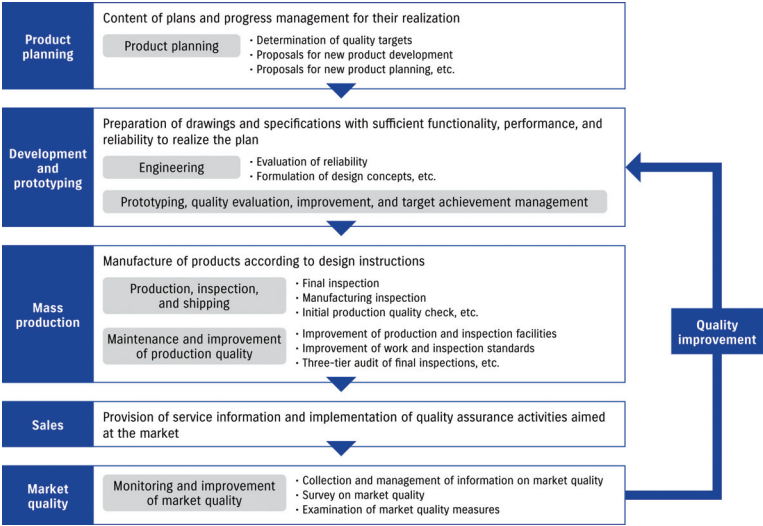


Product Quality Measures

Efforts at each stage

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

■ Key product quality structure



Audits

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

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

■ Content of audits

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

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

Quality management system

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

As a result, the ratio of production at plants certified under the ISO 9001 series against the entire global production of automobiles in the Suzuki Group in FY2024 (3,296 thousands vehicles) reached approximately 99.9%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realize quality improvement.

■ Acquisition of ISO 9001 series certification by major production sites

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

* ISO 9001 series includes IATF 16949

Efforts for business partners

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

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

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

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

After-sales

Efforts in after-sales services

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

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

Purpose of the service

- ◉ To provide safety and security to our customers

Our ideal vision for the service

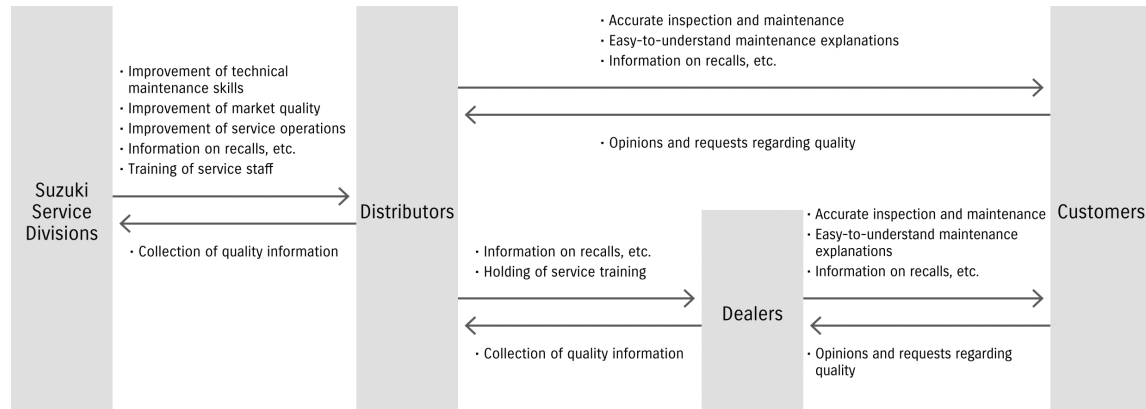
- ◉ Quickly obtain customer opinions, requests, and information on quality problems to address such problems
- ◉ Complete maintenance accurately at the appointed time and at a location that is convenient for the customer
- ◉ Understand all information about the customer's vehicles, provide accurate maintenance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

Communication with distributors and dealers

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

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

■ After-sales service structure



Recalls

Response to serious quality problems

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

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

- ④ Posting information on our website
- ④ Notifying customers of affected vehicles by direct mail, etc., and direct contact from the sales agent, if necessary

■ Track record for recalls, etc.

(Automobiles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2022	30	1,121,672	15	343,770	15	777,902
FY2023	8	224,134	4	67,945	4	156,189
FY2024	13	677,539	8	180,978	5	496,561

(Motorcycles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2022	5	204,142	2	5,189	3	198,953
FY2023	5	6,702	2	686	3	6,016
FY2024	10	477,143	5	19,944	5	457,199

(Marine)

There were no recalls globally from FY2021 to FY2024.

Education

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

Employee education

Market quality education

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

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

Quality awareness activities (establishment of Quality Education Room)

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

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

Participation in FY2024: 10,509 people (Quality Education Room, head office)

Training of service staff (sales distributors)

Service training program

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

[Main training]

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



Service Technical Training (Marine Division)
2024 Outboard Motor New Suzuki Diagnostic System
Service Workshop

Suzuki service skills qualification system (automobiles, motorcycles)

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

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

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

Introduction of e-learning (marine division)

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

Course: Beginner → Bronze → Silver → Gold

Suzuki service skills competition (automobile division)

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



Service Skills Competition

Consultation Desk

Customer Relations Office

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

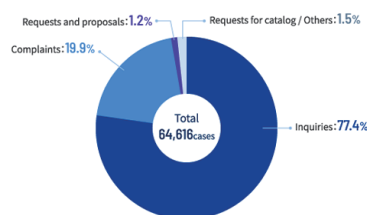
Efforts to improve correspondence quality

Automobile technologies are getting more and more complex, such as with advanced driver assistance systems that have rapidly become popular in recent years, as well as hybrid systems and on-board information devices linked with networks. In order to make appropriate explanations regarding these new technologies, we are training our staff as needed and developing tools such as a customer support system. In cases where on-the-spot customer services are required for the purchase, maintenance, etc., of our products, we use the nationwide Suzuki sales distributors network to provide appropriate support.

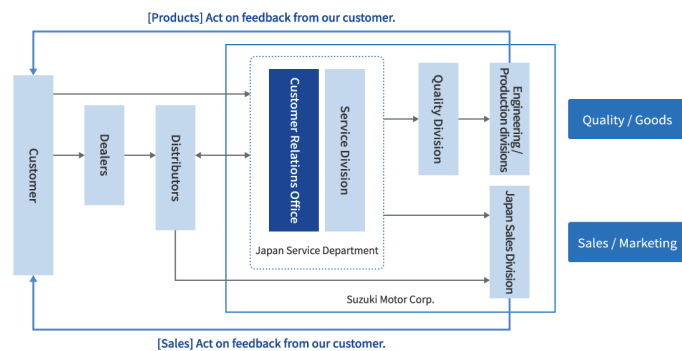
Efforts to improve products and service quality

We recognize that the voices of customers are very important information to improve products and service quality, and distribute those opinions and suggestions to related departments in order to develop better products and improve manufacturing, quality, sales, and after-sales services. Such important information is carefully handled and collected into a data integration system for efficient information management and posted on our intranet system, with the personal data carefully protected. Also, we have established a system enabling such information to be promptly fed back to the relevant persons in charge depending on the criticality of the information.

■ The number of inquiries (FY2024)
(including complaints, requests and others)



■ Act on feedback from our customer.



Third-Party Evaluation

Awarded First Overall for the First Time in the J.D. Power 2024 Japan Initial Quality Study

* The linked page is available in Japanese only.

TOPICS >

Achieved First Place in Customer Satisfaction for Two Consecutive Years in the "Domestic Automobile Dealers" Category of the 2025 JCSI (Japan Customer Satisfaction Index) Survey

* The linked page is available in Japanese only.

TOPICS >

Reduction in Traffic Accidents

▼ Efforts for Safety Technologies

▼ Traffic Safety

Efforts for Safety Technologies

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

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

Providing cars which not only help drivers drive with safety and peace of mind but also that everyone can drive and control easily is our basic safety design philosophy, such as including larger front and rear windows to ensure clear and wide visibility, easily recognizable displays and switches controlled by a simple operation. SUZUKI Safety Support is an active safety technology that keeps near-miss accidents to a minimum or prevents them from happening in the first place. Collision safety features such as the shock-absorbing body help reduce injuries in case of a collision.

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

毎日の安心と、クルマの楽しさを支える。

スズキの安全技術

スズキ セーフティサポート		
基本 安全	予防 安全	衝突 安全

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







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

Active safety technology (Suzuki Safety Support)



Products installed with SUZUKI Safety Support

(As of May 2025)

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

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

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

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

TECT

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

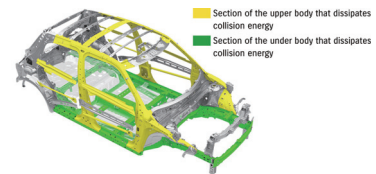


Image of body structure (model: Swift)

Six SRS airbags

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

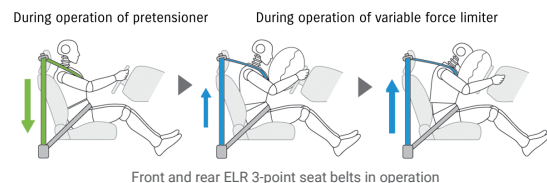


Image of car interior during airbag deployment (model: Swift)

Front and rear ELR 3-point seat belts*

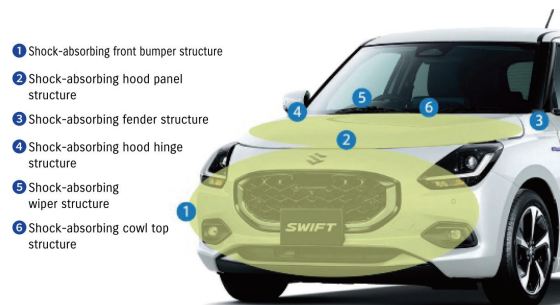
All seats have front and rear ELR 3-point seat belts. The front seat seat belts have pre-tensioner mechanisms that almost instantly wind up slack from seat belts in the event of a collision, and variable force limiter mechanisms that alleviate the impact of the seat belts on the chest during a collision.

*Excluding certain models, variants and specifications



Pedestrian injury reducing body

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



■ Products installed with main collision safety features

Installed model					
	Alto	Hustler	Spacia	Fronx	Swift
TECT	●	●	●	●	●
Six SRS airbags	●	●	●	●	●
Front and rear ELR 3-point seat belts	●	●	●	●	●
Neck impact mitigating front seats	●	●	●	●	●
Interior with head impact reducing structure	●	●	●	●	●
ISOFIX child seat attachment anchors (for 2 children on the back seat)	●	●	●	●	●
Pedestrian injury reducing body	●	●	●	●	●

External evaluations related to safety

The Dzire compact sedan, produced in India, is a global model sold in India as well as Africa, the Middle East, and Central and South America, and underwent a full model change in October 2024.

The new Dzire has significantly improved safety performance, earning the highest rating of five stars from both the BHARAT New Car Assessment Program (BNCAP), India's safety assessment program for new vehicles, and the Global New Car Assessment Program (GNCAP), a global new vehicle safety assessment program. NCAP is a program that rigorously evaluates automobile crashworthiness and safety equipment, and provides the results to consumers in an easy-to-understand format using a star system.

By providing high safety performance equivalent to that of developed countries in emerging markets where safety regulations are being established, Suzuki will contribute to reducing the number of fatalities from traffic accidents around the world and fulfill its social responsibility.



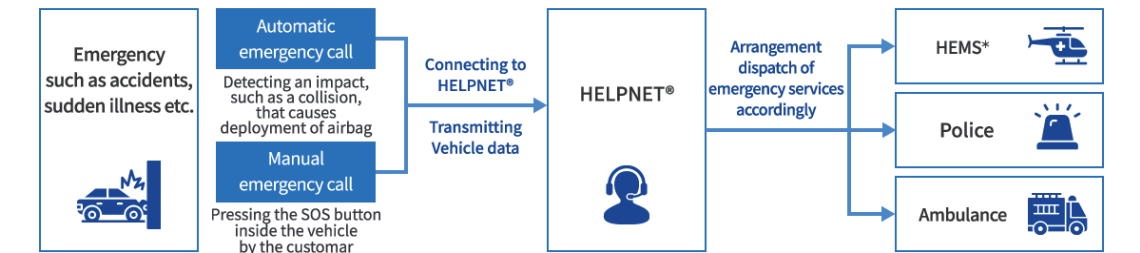
Suzuki Emergency Call (HELPNET®)

Suzuki Emergency Call (HELPNET®) connects customers to an operator in case of emergencies such as accidents, sudden illness, or aggressive driving incidents, providing prompt support.

Suzuki Emergency Call (HELPNET®)		
Operator services		HELPNET®*1 Call center for arranging emergency vehicles in the event of an accident (D-Call Net®*2 Response)
Type of emergency call	Automatic emergency call	If the car detects an impact, such as a collision, that causes deployment of airbag Suzuki emergency call system will automatically connect to an operator.
	Manual emergency call	Pressing the SOS button inside the vehicle by the customer connects to an operator.
Call Center connection method		Suzuki Emergency Call connects to an operator using mobile network.
Characteristics		When the vehicle detects a collision that causes the airbags to deploy, it shares the following vehicle data with the operator: - Location information - Collision impact severity - Collision direction - Seatbelt usage status Based on this information, the call center calculates the fatality and serious injury rates. The operator arranges the appropriate emergency services according to the situation.

*1 HELPNET® is emergency call service provided by Japan Mayday Service Co., Ltd. HELPNET® is a registered trademark of Japan Mayday Service.
*2 D-Call Net® is a registered trademark of the certified NPO Emergency Medical Network of Helicopter and Hospital (HEM-Net). There are restrictions on the areas where doctor helicopters can be dispatched, and they may not be able to be dispatched depending on the time of day, weather, and other conditions. D-Call Net® will not respond when the SOS button is pressed.

Emergency response flow



*Helicopter Emergency Medical Service

Traffic Safety

Employees

Traffic safety

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

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

Motorcycle safe riding seminars

We provide safe riding training to our employees to encourage them to ride in ways that set an example for society as people involved in the automotive industry. We held motorcycle safe riding seminars in 2024, and 10 new employees from Suzuki Motorcycle Sales Inc. participated.



Motorcycle safe riding seminars

Local community

Efforts for automobiles

Japan Domestic sales distributors

Traffic safety courses

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



Suzuki Motor Sales Shiga Inc.

Safe driving awareness activities

We hope that our customers and members of local communities follow traffic rules and practice proper driving manners when operating their vehicles. As such, Suzuki's sales distributors cooperate with efforts to create a society that is free from traffic accidents.



Suzuki Motor Sales Oita Inc.

India Maruti Suzuki India Limited

To improve road safety in the region, we have undertaken various initiatives, including providing driver training, setting up an autonomous driving test course at the driver's license issuing center, and conducting awareness-raising activities on road safety.

India Suzuki Motor Gujarat Private Limited

Awareness-raising activities to prevent accidents around expressways (PATH)

Since 2017, we have been conducting awareness-raising activities to prevent accidents in eight villages located near highway interchanges and with a high volume of large vehicle traffic. We provide training on preventing traffic accidents to elementary school students, young people, car drivers, and women. In FY2024, 19,796 people participated in various activities, including the implementation of National Traffic Safety Week, street plays, awareness meetings, pamphlet distribution, various meetings, and individual visits to relevant parties.

Philippines Suzuki Philippines Inc.

Roadside assistance during long holidays

As part of our ongoing traffic safety awareness activities, we conducted roadside assistance services for four-wheeled vehicles during the long holiday periods of Holy Week (March 28th to 31st) and All Saints' Day (October 30th to November 3rd) in 2024. In partnership with participating dealers, we provided free vehicle service, including a 15-point inspection, preventive maintenance, emergency assistance, and test drives, at key locations in the provinces of Isabela, La Union, and Baguio. We supported drivers of all vehicle types during hours when service shops would normally be closed, helping them travel safely during peak holiday season. A total of 72 drivers took advantage of the service, and were given free umbrellas with Suzuki Lapin designs, among other goods. These activities will help strengthen customer service and traffic safety initiatives.

Efforts for motorcycles

Japan Domestic sales subsidiary

Efforts for road safety and anti-theft in cooperation with motorcycle industry associations

We are a member of the Japan Motorcycle Promotion and Safety Association, a general incorporated association, and dispatch instructors to safe riding training held by the Motorcycle Safety Promotion Committee. We are also cooperating with the promotion of motorcycle theft prevention registration, meant to help prevent motorcycle theft.

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

Additionally, August 19th is designated as "Motorcycle Day," and in cooperation with industry organizations such as the Japan Automobile Manufacturers Association, Inc., a general incorporated association, events are being held and web content is being distributed to promote the fun of motorcycling and road safety.

Suzuki Under-30 Safety School

We hold riding schools at driving schools in major cities across the country for beginners under the age of 30 who have purchased a Suzuki motorcycle, those who want to learn again, and those who have obtained a license but lack confidence in their riding.

This program will tell students seriousness of motorcycle accidents, provide lectures on how to properly wear a helmet and the need for various protective gear, and provide training on the basics of riding techniques for riding on public roads.

In 2024, this program was held five times with 45 students participating, serving as a school where essential skills for daily riding can be learned in a relaxed ambience, and enabling them to learn fundamental skills of accelerating, turning, and stopping through exercises such as braking, balancing at low speeds etc.



Suzuki Under-30 Safety School

Philippines Suzuki Philippines Inc.

Safe driving education program

Through our motorcycle marketing division, we collaborate with industry associations and motorcycle riders' clubs to implement motorcycle safety training programs as one of our key ESG initiatives. The goal of this program is to raise awareness of safe motorcycle riding, and provide practical training. These activities were conducted between May 2024 and February 2025, and a total of 6,074 people from North Luzon, South Luzon, Metro Manila, and Mindanao participated.

India

Suzuki Motorcycle India Private Limited

Promoting road and rider safety awareness

Traffic safety awareness exhibition vehicle

Suzuki Motorcycle India Private Limited (SMIPL) provided four vans to the Gurgaon Police as part of its road safety awareness initiative. These specially designed vans are equipped with state-of-the-art screens and sound systems, and are meant to broadly spread crucial information regarding traffic safety. These vans will be used to raise awareness in schools, universities, local communities and rural areas around Gurugram, with the aim of making a wide-ranging impact.

Traffic safety training park for motorcycle rides in collaboration with the Gurgaon Police

In collaboration with the Gurgaon Police, SMIPL is establishing a state-of-the-art road traffic safety park within the Manesar Police Station. The facility will include a training track, classrooms for classroom learning and video simulation, and administrative offices.

This road traffic safety park will serve as a foundation for promoting traffic safety and responsible riding. Through a comprehensive training and awareness program, the project will make a significant contribution to creating a safe road environment and fostering responsible riding habits in the local community.



CSR and University Program

In order to disseminate traffic safety awareness and habitualize proper riding among young people, we conducted a series of traffic safety sessions for students at Amity University in Noida of Uttar Pradesh, which included the following:

- Classroom lectures on road safety and safe riding habits
- Explaining the importance of safety equipment and how to use it correctly
- Practical training sessions with students (riding experience on various courses)

After each session, a Q&A session was held to see how well the students retained what they learned. After the classroom lectures, two students were selected as outstanding students, and students who participated in both the classroom lectures and practical training were awarded certificates of completion.



Traffic Safety Video Campaign

To further strengthen our ongoing CSR activities and connect with users through modern online mediums, we have started creating and releasing a series of digital videos on traffic safety. The goal of this campaign is to increase awareness of traffic safety and broadly communicate the importance of following traffic rules.

We created a total of six videos on topics like the importance of helmets and how to help accident victims, and have uploaded them to the SMIPL public social media account and screened them at PVR Cinemas. We are also conducting social media-based surveys intended to raise awareness of traffic manners and traffic safety.

Underage Riding: A Risk Not Worth Taking | A CSR initiative by...

Be Vigilant. Help accident victims, call 112. A CSR Initiative by...

Traffic safety video digital video

Poland

Suzuki Motor Poland sp. z o.o.

The Suzuki Motor School

This school is a training project for riders of Suzuki motorcycles.

During training, professional instructors provide education that focuses not only on riding skills but also on promoting safe riding.

Suzuki Motor Poland is subsidizing the participation costs to make it easier for riders to take part.

We also provide test ride models for training, and use the training as an opportunity to help people get to know Suzuki motorcycles.

The training takes place over one day and consists of the following:

- General orientation, theoretical training, road training, summary and certificate presentation

Between May and September FY2024, a total of 448 riders from 9 locations in Poland participated.

We prepared GSX-8Rs and V-STROM800s to be test-ridden by a total of 116 people.

For details, please visit Suzuki's website:
<https://suzuki.pl/moto/suzuki-moto-szkola>



Suzuki Motor School

Marine efforts

Poland

Suzuki Motor Poland sp. z o.o.

We held the second Suzuki Marine Academy for users of Suzuki's outboard motors. This is a CSR program intended to help attendees acquire motorboat licenses and promote water safety. 90 people received training with a grant from Suzuki Motor Poland.

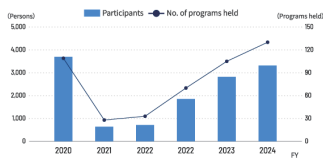
Efforts for motorized wheelchairs

Safe Driving Training Program for preventing accidents

For the safer use of motorized wheelchairs, Suzuki's sales clerks conduct in-person sales of these products. In addition, Suzuki is making efforts to promote a better understanding of safe methods of motorized wheelchair use by showing customers how to operate an actual wheelchair in and around their homes during sales activities. Furthermore, we conduct the Suzuki Motorized Wheelchair Safe Driving Training Program, working in conjunction with local police departments, traffic safety associations, and other similar organizations. We try to improve the trainees' awareness of traffic safety and the prevention of traffic accidents, etc., through seminars and practical training.

Since launching in 2002, safety seminars have been held more than 2,100 times, with a total of approximately 86,000 participants.

Trends in the number of electric wheelchair safe driving seminars held



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



Activities at the Electric Wheelchair Safety Promotion Association

The Electric Wheelchair Safety Promotion Association (Electric Wheelchair Safety Association) is an organization established by electric wheelchair manufacturers and sales companies with the aim of promoting the safe and healthy use of electric wheelchairs, thereby contributing to road traffic safety. As a member and the secretariat of the association, Suzuki is promoting activities for using motorized wheelchairs with ease.

Suzuki is promoting awareness of safe driving by distributing brochures prepared by the Electric Wheelchair Safety Association that provide guidance on their proper usage.

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

Motorized Wheelchair Safety Instruction Commendation System

The Motorized Wheelchair Safety Instruction Commendation System is a system run by the National Police Agency's Traffic Bureau to recognize those involved in the electric wheelchair industry who actively promote traffic safety education and public relations activities on the safe use of electric wheelchairs, and who actively work to prevent traffic accidents involving electric wheelchairs. Suzuki's activities have been recognized, with Suzuki dealers receiving awards again in FY2024.

■ NPA Motorized Wheelchair Safety Instruction Commendation result

FY2024	Excellence Award	Suzuki Motor Sales Tokushima Inc.
	Excellence Award	Suzuki Motor Sales Miyazaki Inc.

Sustainable Local Community

- ▼ Promotion Through Products

▼ Initiatives to Solve Community Issues

▼ Moving Forward with Educational Support

▼ Support Through Sports

▼ Collaborative Creation with Various Academic Institutions

▼ Co-Creation with Various Business Partners

▼ Efforts at Suzuki Plaza

▼ SUZUKI FOUNDATION Activities

▼ Contributing to Local Economies Through Business

▼ Support for the Local Community

▼ Awards and Recognition

Promotion Through Products

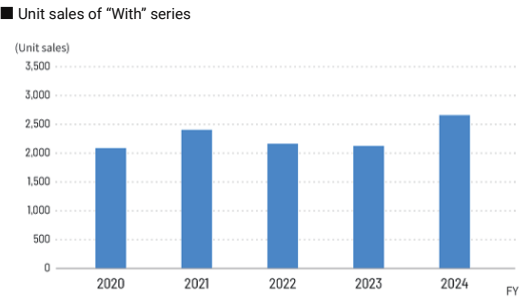
Welfare vehicles (WITH series)



Sales of our WITH series welfare vehicles began in 1996. These vehicles are designed to provide seniors and people with disabilities with greater ease of getting in and out of automobiles, and cumulative sales have exceeded 60,000 units*.

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

*Sales results between FY1996 and FY2024



Wheelchair courtesy vehicle

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



The Spacia wheelchair courtesy vehicle

Lifting seat-type vehicle

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



WagonR lifting seat-type vehicle

Electric senior vehicles

Suzuki has been selling its electric senior vehicle motorized wheelchair with a loop-shaped steering handle since 1985, and will celebrate its 40th anniversary in 2025.

Electric senior vehicles are electric wheelchairs primarily used by elderly people or those with mobility difficulties to help them go shopping and perform other similar tasks. Since being launched, the product has been produced at domestic plants with an overriding focus on safety and security, and it continues to play a role as a means of transportation for the elderly, particularly in rural and suburban areas.

The maximum speed can be adjusted between 1 and 6 km/h, and charging can be done using a 100V outlet at home.

Our currently available electric senior vehicles are equipped with an obstacle detection support feature whereby a driver is alerted and their vehicle automatically slows down when obstacle sensors detect objects in the path of the vehicle, further enabling safer product use.

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



ET4D

Initiatives to Solve Community Issues

Participation in the Hamamatsu Automated Driving Yaramaika Project

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

The project has so far received many opinions and comments from local residents about mobility services and automated driving, including factors such as their acceptance of such services and the user-friendliness of vehicles, through five verification tests conducted in FY2017, FY2019, FY2022, FY2023, and FY2024. The fifth pilot experiment was a long-term, three-month verification test conducted in FY2024 to verify the function of automatically stopping at stops along the route based on user reservation information, as well as smoother operations through software improvements.

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



Vehicles used in verification tests



Yusuke Nakano, Mayor of Hamamatsu City (right) being briefed by a presenter from Suzuki on technology during the fifth round of verification tests

Support for mini-truck markets

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

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

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

Mini-truck markets are organized by shopkeepers and other local residents, together with the local chambers of commerce and other similar organizations, in order to energize the community, especially around the shopping streets. The markets frequently create a buzz and generate interest because of the wide range of products available and distinct regional features. As a result, visitors to mini-truck markets have been increasing year after year, and an increasing number of new areas have been hosting these markets. As populations become more concentrated in cities, mini-truck markets have helped to revitalize regional communities and shopping streets.

Suzuki empathizes with mini-truck markets' efforts to revitalize communities. We will work to bring more attention to these events through activities such as providing operational support to mini-truck markets. By doing so, Suzuki will continue to support mini-truck markets throughout Japan.



"Shinshiro Mini-truck Market" held in 2024
-Noto Support Exhibition by Aichi University-

[Suzuki, Aizen, and Chubu Electric Power Miraiz launch first onsite and offsite PPA service as part of the Enshu Decarbonization Project](#)

TOPICS >

* The linked page is available in Japanese only.

[Suzuki and Iwata City install solar street lights using reused batteries](#)

TOPICS >

* The linked page is available in Japanese only.

Cooperating with local governments during disasters

Suzuki Motor Corporation has executed disaster support agreements with local governments with the aim of contributing to local communities through support activities using our products. Under these agreements, when a large-scale disaster such as a typhoon or earthquake occurs or is likely to occur, Suzuki dealerships lend vehicles to the local governments that have signed the agreements free of charge, and the vehicles are used to transport supplies and carry out relief activities in the affected areas. In addition, electric vehicles equipped with external power supply functions will be loaned free of charge as soon as they are ready, and will serve as emergency power sources in evacuation shelters and other locations, helping to ensure the safety of local residents. Suzuki's electric vehicles can be used not only as a means of transportation but also as a source of power during disasters, contributing to strengthening regional resilience and building a sustainable society.

■ Local governments and cooperating sales companies that have signed disaster support agreements

As of July 2025

Support agreement local governments	Cooperating sales companies
Hamamatsu City, Shizuoka Prefecture	Suzuki Motor Sales Hamamatsu Inc.
Kosai City, Shizuoka Prefecture	Suzuki Motor Sales Hamamatsu Inc.
Asahi Town, Toyama Prefecture	Suzuki Motor Sales Toyama Inc.
Iwata City, Shizuoka Prefecture	Suzuki Motor Sales Hamamatsu Inc.
Toyohashi City, Aichi Prefecture	Suzuki Motor Sales Tokai Inc.
Makinohara City, Shizuoka Prefecture	Suzuki Motor Sales Hamamatsu Inc.
Noto Town, Ishikawa Prefecture	Suzuki Motor Sales Hokuriku Inc.

India

Suzuki Motor Gujarat Private Limited

Installing Toilets

Since 2018, we have installed a total of 24 toilets. In FY2024, we installed two separate toilets for boys and girls in public elementary schools, benefiting 423 children in rural areas.

Paving of Roads

In FY2024, we constructed 3,500 square meters of paved roads in the village of Jarisana. The goal is to maintain sanitation standards in the residential areas and ensure smooth traffic flow for vehicles and residents.

Constructing Places of Worship

Since 2018, we have constructed a total of 19 places of worship. In FY2024, we constructed places of worship in three public elementary schools, benefiting 1,259 children in rural areas.

India

Suzuki Motorcycle India Private Limited

At public schools (Kherki Daula School: December 2024, Parla Village School: November 2024), we installed rainwater storage and infiltration pits, leveled floors to prevent puddles, and installed bathrooms for girls.

Moving Forward with Educational Support

Educational support activities

Suzuki endowed courses

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

Through a lecture titled "Next-generation mobility engineering," the Company aims to develop new technologies in a broad range of fields that will lead to next-generation transportation methods. The study is conducted by integrating manufacturing, experimentation, and analysis.

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

Lecture Title:

"Endowed Laboratory Advanced Automotive Energy Engineering" Suzuki Donated Course

Research themes:

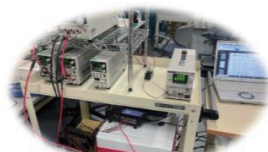
- Research on improving electric vehicle drive motor performance
- Research on the effects and operation of V2H (Vehicle-to-Home) and V2G (Vehicle-to-Grid) technologies
- Research related to battery reuse

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

Term: 23 years from April 2003 to the end of March 2026



An automotive engineering lecture



Battery test environment construction

Monozukuri Workshops

Every year, we hold various courses on manufacturing and factory tours for universities, schools, organizations, and local companies around the country. The courses offered range from the basics of automobiles to courses in various fields of automotive engineering, as well as courses on model-based development, CAE and DX initiatives, skills certification courses, and courses on environmental issues, globalization and technical personnel development.



Lecture on "Body Structure (Chassis and Frame)"



Lecture on "Automobile Kinematics"



Lecture on "Motor Sports"



Lecture on "Product Planning and Market Research"

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

Interactive manufacturing workshop for elementary school students

Suzuki presented "Making Working Cars with Paperclip Motors," an interactive manufacturing workshop, to a total of 150 elementary school students in the first to sixth grades, through participation in "Kids Engineer 2024," an event sponsored by the Society of Automotive Engineers of Japan, Inc. and the Science Campus of the Innovation Plaza of the School of Engineering, Tohoku University.

"My child was very interested in how the motor worked," and "I think hands-on experiments are important for a generation of kids who are used to watching videos," were some of the comments received regarding the experience of engaging in hands-on activities.



Kids Engineer 2024

Formula SAE Japan

The 22nd Student Formula Japan Championship, sponsored by the Society of Automotive Engineers of Japan, was held locally at the Aichi Sky Expo from September 9th to 14th, 2024.

The Formula SAE Japan tournament is held with the aim of developing human capital who will contribute to automotive technology and the promotion of industry through industry-academia-public-commercial partnerships. It is a comprehensive manufacturing competition where students demonstrate their skills using vehicles they have built.

Suzuki actively supports the event's operation and aids in the activities of the participating teams. At the 22nd competition, Gifu University, which is supported by Suzuki, finished an impressive third place overall, having achieved excellent results in the driving contest.



Gifu University

[Special classes held for junior high school students in Kosai City.](#)

* The linked page is available in Japanese only.

[TOPICS >](#)

Participation in and cooperation with the Lake Hamana Environmental Network

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

The Lake Hamana Environmental Network was commissioned by the Environmental Protection Bureau of Shizuoka Prefecture, and continues to actively conduct activities including an education program relating to environmental conservation of Lake Hamana, a project that involves recycling eelgrass and sea lettuce, and sharing local environmental information. As of February 2025, 64 groups and bodies such as local civic groups, schools, non-profit organizations, and various trade associations and public companies are registered in this network, serving as the "place for gathering" for the environmental conservation of Lake Hamana.

The Lake Hamana Environmental Network holds environmental events every year, which are open to local community members. In FY2024, we held an interactive learning experience for an environmental survey of Lake Hamana, and a large number of Suzuki employees, particularly those with children, participated with their families. The participants traveled by boat to the shallow waters of Lake Hamana, where eelgrass grows in abundance, to observe the local wildlife. We also had the singular experience of encountering a large mud crab, a quite rare species, and were surprised that the water was warm - it was like stepping into the ocean when we stepped into the water. We experienced firsthand how the water temperature had risen so much that it felt like we were in the ocean, and learned from the fishermen who accompanied us that rising sea temperatures are having a serious impact on fishing.

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



Japan

Domestic sales distributors

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

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



Suzuki Motor Sales Saitama Inc.

Work experience events for junior high school students

India

Maruti Suzuki India Limited

We provided quality education to the local community through Maruti Suzuki Podar Learn School in Sitapur district of Gujarat. A total of 621 students participated in classes between April 2024 and March 2025.

India

Suzuki Motor Gujarat Private Limited

Providing High-quality Educational Programs

Since 2017, we have been providing high-quality educational programs for children in rural areas, reaching 22 public elementary schools in 18 villages. This program focuses on improving the reading, writing, and math skills of students who are lagging behind in their studies, and to achieve this, we have increased the number of specialized teachers to provide innovative teaching methods and individualized instruction. In FY2024, a total of 5,513 children in rural areas benefited from these programs.

Providing Enrollment Supplies

Since 2017, we have distributed a total of 2,784 sets of welcome gift packs to new kindergarten students. In FY2024, 650 children from 22 public elementary schools in 18 villages benefited from these efforts.

Providing Capability Development Training

We provide support to economically disadvantaged women in rural areas by enabling them to receive free vocational training locally. In FY2024, training was provided to 360 women in nine villages in sewing machine operation, beauty assistant work, confectionery making, jewelry making, and soap making.

India

Suzuki Motorcycle India Private Limited

Establishing infrastructure and ensuring student safety

As part of our ongoing efforts to improve the educational environment, we are providing infrastructure support to government schools in Narsinghpur and the village of Gairatpur Basu near the Suzuki Motorcycle India Private Limited (SMIPL) plant. These schools will receive new classrooms and furniture, toilet blocks, and renovations to several facilities. By investment in education, we aim to create learning opportunities for students, improve their learning environment, and contribute to building a brighter future for the next generation. SMIPL believes that equipping schools with the necessary infrastructure will unlock the potential of younger generations and thereby promote significant changes in the local community.

Skills Development Project - Establishment of Motorcycle Maintenance Training Workshop and Welding Workshop

SMIPL is supporting the establishment of a Skill Development Center at the Government Industrial Training Institute (ITI) in Janglipuri, Delhi. The center will provide students with vocational training in motorcycle manufacturing and service, with the aim of creating employment opportunities. The facility will include maintenance and welding shops for training purposes, as well as classrooms with state-of-the-art equipment.

Indonesia

PT Suzuki Indomobil Motor

We donated an Ertiga hybrid vehicle to a road traffic safety school to be used as an educational tool.

Pakistan

Pak Suzuki Motor Co., Ltd.

- We conducted training on 5S, kaizen efforts, and safe driving for university faculties, drivers, students, and car transport companies.
- We donated used motorcycle and automobile engines and components to the Vocational Training Institute in Lahore.

Philippines

Suzuki Philippines Inc.

We provided donations in 2024 to support skills training and public health. The purpose of these initiatives is to bridge the gap between academic education and industry needs, enhance student employability, and promote community health, underscoring Suzuki's commitment to social impact and inclusive growth.

- On February 18, 2024, we donated four engines, four APV vehicles, and two outboard motors to the Polytechnic University of the Philippines in Calinan, Davao City as training equipment.
- In November 2024, we donated five Suzuki motorcycles as well as repair tools and equipment to the Don Bosco Training Centers in Mati, Davao Oriental, Naga, Camarines Province, and Dumangas, Iloilo Province.

Colombia

Suzuki Motor de Colombia S.A.

- On May 16, 2024, we worked to increase environmental awareness through a recycling event held at the Jesús María Ormaza school.
- On May 17, 2024, we participated in the "Il Reciclación" held by the Technological University of Pereira, the city's flagship university, to promote recycling and environmental education.

Support Through Sports

Track and field training program

Aiming to train athletes who can compete in international competitions such as the Olympics and the World Athletics Championships, the Suzuki Athlete Club has sent Japanese national athletes to four consecutive Olympic Games from 2004 (Athens) to 2016 (Rio de Janeiro). Ryota Suzuki was selected to represent Japan in the men's 4 x 100-meter relay race at the 2022 World Athletics Championships held in Oregon, and Marina Saito competed in the javelin throw in the 2024 Olympic Games in Paris.

Olympians such as Akihiko Nakamura (men's decathlon, representative of Japan at the Rio Olympics) and Ryohei Arai (men's javelin, representative of Japan at the Rio Olympics), and other top athletes active both in Japan and overseas, cooperate with track and field classes and lectures held in various regions, drawing on their own experiences to contribute to the spread and development of track and field in Japan and to help children become more physically fit.

Moreover, we also engage in health promotion efforts that involve arranging activities for introducing employees to original exercises (Suzuki W UP Exercise) devised by athletes of the Suzuki Athlete Club in partnership with Suzuki's Health and Productivity Management Promotion Team, and participating in events of local government bodies. We hope to harness the experience and knowledge of the human body that athletes have cultivated through their competitive careers, as well as their expertise in conditioning and diet management.

The Suzuki Athlete Club will continue the activities to inspire children's interests in track and field, as well as to communicate excitement and dreams that can be gained through sports.



Support and popularization of competitive aerobics

Suzuki provides widespread support for competitive aerobics through the Japan Aerobic Federation. Aerobics originated from the therapeutic exercise prescription of aerobics proposed in the U.S. that later developed into a sport that technologically systematized aerobic dance and exercise. In recent years, aerobics has been positioned as an expressive sport and point-scoring sport in the same way as artistic gymnastics. Aerobics spread around the world, including to Japan, where the 1st All-Japan Fitness Aerobics Championship (currently the SUZUKI JAPAN CUP) was held in 1984. Currently, the sport is practiced in 80 countries around the world and there are international tournaments, such as the SUZUKI WORLD CUP and the Aerobic Gymnastics World Championships held by the International Gymnastics Federation (FIG).

Slow aerobics, adapted aerobics

Aerobics is a sport that can be easily enjoyed by all genders, and from children through to the elderly. In particular, we are working to popularize and support slow aerobics, which respond to the aging society, and adapted aerobics, for people with disabilities, which are positioned as social contribution activities that address Goal 3 of the 17 SDGs (Ensure healthy lives and promote well-being for all at all ages).



Collaborative Creation with Various Academic Institutions

Through joint research, we will maximize the use of mutual assets and create a sustainable future through human resource development, environmental response, and technological development.

Launch of joint research course on mobility-linked digital twins

Shibaura Institute of Technology

Purpose: Develop core technologies for building a data sharing platform using high-precision 3D spatial digital twins



From the left, Suzuki Motor Corporation Managing Officer
Executive General Manager, Technology Strategy, Taku Sumino, and
Jun Yamada of Shibaura Institute of Technology

Start of joint research into microplastics identification technology

National University Corporation Shizuoka University

Purpose: Technology to identify microplastics using the adsorption properties of proteins to plastics

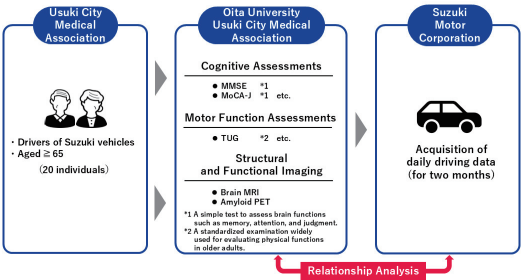


From the left, exterior of Shizuoka University, a look at
the research laboratory
Both provided by Shizuoka University

Start of joint research in Usuki City, Oita Prefecture on the relationship between cognitive function and driving characteristics

National University Corporation Oita University Usuki City Medical Association

Purpose: To clarify the relationship between cognitive function and driving characteristics, and to clarify characteristics of vehicle operation and behavior that appear when cognitive function declines



Open SDV Initiative

National University Corporation Nagoya University

Purpose: To contribute to the realization of the Mobility DX Strategy, and to develop a vehicle API as a first step toward standardization

Joint research into and development of biogas

University of Agriculture Faisalabad, Pakistan

Purpose: Joint research into and development of biogas technology and organic fertilizer, examination of the project's commercial feasibility, exchange of resources and information, and prior research



From the left, Iqbal Ahmad Khan, Vice Chancellor of University of Agriculture Faisalabad, Pakistan, and President Kawamura of Pak Suzuki Corporation

Research into business diversification and new business development in India

Indian Institute Of Management–Ahmedabad

Purpose: Research into Suzuki's business diversification strategy in India, including new businesses, and business portfolio restructuring

Indian Institute Of Management–Kozhikode

Purpose: Research into the long-term business of India after clarifying Suzuki's strengths

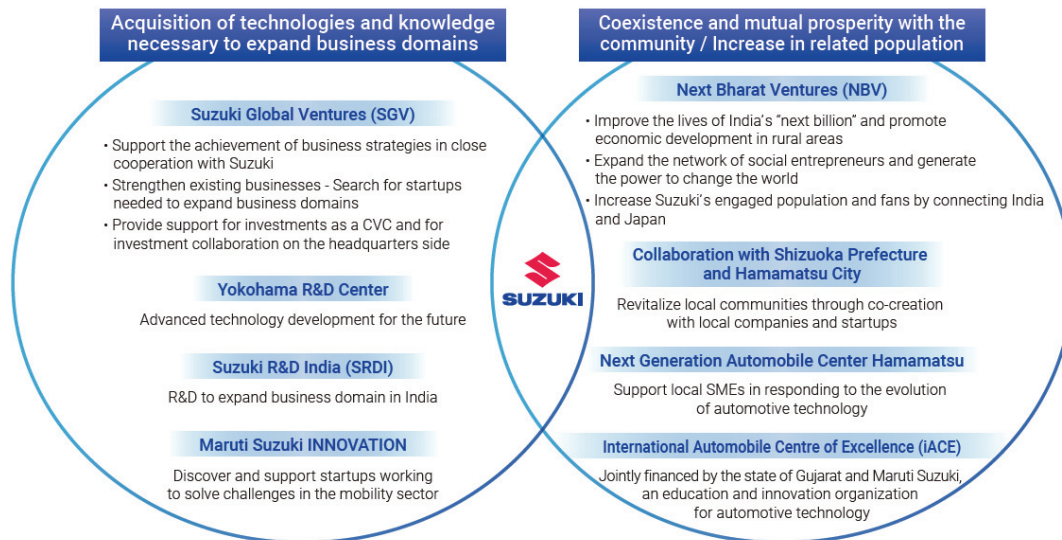
Purpose: Joint research into and development of biogas technology and organic fertilizer, examination of the project's commercial feasibility, exchange of resources and information, and prior research



From the left, Indian Institute Of Management–Ahmedabad and Indian Institute Of Management–Kozhikode

Co-Creation with Various Business Partners

We will strengthen our organization and work to collaborate with startups in order to gain the knowledge and technology necessary for new businesses. To grow together with the communities where Suzuki operates and the people who live there, to strengthen Suzuki's ties with society and people, and to increase the number of Suzuki fans, we will support startups and local companies in Hamamatsu City, where our headquarters is located, and in rural areas of India, and grow together with them.



Collaborations with startups will be conducted with Suzuki Global Ventures (SGV).

These are being run in cooperation with World Innovation Lab (WiL), a leading VC based in Japan and the US.

We will collaborate with our partner startups on an equal footing, and accelerate our efforts to develop new technologies and knowledge in areas that are difficult to address through simply extending existing technologies and approaches.

In addition, Next Bharat Ventures (NBV) in India is promoting initiatives to grow alongside local communities and their residents. By nurturing and supporting social entrepreneurs who are tackling social issues in India, we aim to contribute to the further development of Indian society, which has nurtured Suzuki's growth, and to help the people of India gain employment, increase their income, and lead more prosperous lives. By doing so, we hope to reach the 1 billion people who still lack access to mobility solutions.

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

Representative partner companies

Partnership with WiL

Representative partner companies: SORACOM, LOMBY, GLYDWAYS, Applied EV, SVAngel

Next Bharat Ventures
India: Gujarat, Bengaluru, Hyderabad (2024~)

Mission
Develop and support social 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 1 billion people"

Next Bharat
A SUZUKI INITIATIVE

[In anticipation of commercializing the Electric Mobility Base Unit, Suzuki and SORACOM started pilot experiments utilizing IoT](#)

[Accelerated resolution of social issues using the Electric Mobility Base Unit utilizing IoT](#)

* The linked page is available in Japanese only.

TOPICS >

[-Smooth provision of traffic lights and crosswalks with automatic recognition-](#)

[Started outdoor delivery of 7NOW using autonomous robots](#)

[Started pilot experiments in the Minami-Osawa area on Monday, May 19, 2025](#)

* The linked page is available in Japanese only.

TOPICS >

[Conducted pilot experiments of automatic snow removal using Snow Removal Drone® V3 at New Chitose Airport](#)

[-Initiatives to commercialize unmanned snow removal machines, paving the way for the future of snowy regions -](#)

* The linked page is available in Japanese only.

TOPICS >

[Launched "Shuppa," a service for mobile sales businesses](#)

[-Comprehensively supported mobile sales operations using a smartphone app-](#)

* The linked page is available in Japanese only.

TOPICS >

Efforts at Suzuki Plaza

Suzuki Plaza

<https://suzuki-rekishikan.jp/>

Since Suzuki started its business in 1909 and was established as a corporation in 1920 as a loom manufacturer, we have devoted ourselves to customer-oriented Monozukuri based on the words "products of superior value for customers." Our enthusiasm for Monozukuri has not changed even today as we manufacture and sell products all over the world.

Suzuki Plaza is an exhibition facility opened in April 2009 to introduce Suzuki's history and manufacturing spirit broadly to the public. Visitors can see many of our historical products including looms, motorcycles, automobiles, and outboard motors and the current automobile manufacturing process from development to production. More than 1 million customers have visited since it opened.



Suzuki Plaza

Introduction to Suzuki Plaza

Suzuki's history floor

This exhibition showcases Suzuki's history, including the looms that started the Company in 1909, the Power Free motorcycle motor that transitioned Suzuki into the sale of two-wheeled vehicles in 1952, the Suzulight, the first mass-produced automobile in Japan that went on the market in 1955, the first-generation Jimny released in 1970, and the first-generation Alto released in 1979 for 470,000 yen, among many other nostalgic cars.



Loom from the time of foundation



Power Free



Suzulight

Suzuki's Monozukuri floor

Based on the current manufacturing of automobiles as the theme, the process from planning and development to production and sales of a new model is displayed in order.

You can see how Suzuki's automobiles are manufactured at the plant in the spectacular 3D theater Factory Adventure. There is also a life-size assembly line exhibit, allowing visitors to experience a simulated car manufacturing environment.

This is a facility that can be enjoyed by not only car lovers but also children who are at an age where they are beginning to show interest in cars, with various displays including robots utilized at the plant, a movie titled "World Adventure" that introduces manufacturing by Suzuki in foreign countries, and a section that introduces the local Enshu area, etc.



Design Room



Assembly line



Enshu corner

Field trips

Suzuki Plaza is utilized by many local elementary schools as a place for field trips to deepen understanding of the automotive industry. Students can learn about automobile manufacturing processes in detail.

In FY2024, Suzuki Plaza was visited by 11,196 students from 148 elementary schools both inside and outside Shizuoka Prefecture. After tours, we link the Suzuki Plaza and our plants online and hold an online Q&A session in which the students can ask factory staff questions in real time.

We plan to host many elementary school field trips so that children can deepen their knowledge of the automotive industry.



Monozukuri events

As an opportunity to enhance our relationship with the local community, we have been holding events for children to get them interested in Monozukuri. These events are related to Suzuki's history and manufacturing spirit, allowing children to enjoy learning through experiences unlike textbook-oriented study.

We held three more Monozukuri events during the summer, winter, and spring breaks of FY2024, in which a total of nearly 400 children participated.

Suzuki Plaza will continue to hold events to nurture children's interest in Monozukuri, as they will be the leaders of the future. It will continue making efforts to become a facility appreciated by the local community.



[Suzuki's first-generation Alto selected as an Historic Car by the Japan Automotive Hall of Fame in 2024](#)

* The linked page is available in Japanese only.

[TOPICS >](#)

SUZUKI FOUNDATION Activities

SUZUKI FOUNDATION

Suzuki Motor Corporation has been supporting the scientific and technological research of various researchers through SUZUKI FOUNDATION since 1980.

SUZUKI FOUNDATION was established as The Mechanical Industry Promotion Foundation in 1980. SUZUKI FOUNDATION served as a commemorative business to mark Suzuki Motor Corporation's 60th anniversary, with funding from donations made by Suzuki and associated companies. On April 1, 2011, SUZUKI FOUNDATION officially changed its name to SUZUKI FOUNDATION.

| Philosophy

Today, in the face of increasingly serious problems such as energy issues and global warming, the compact motor vehicle industry is expected to solve more advanced and complex issues than ever before. These issues encompass not only efforts to achieve carbon neutrality throughout the product life cycle, from production to use and disposal, but also efforts to raise the sophistication of advanced safety technologies to achieve zero traffic accidents. To meet these expectations, it is more crucial than ever to promote advanced technological innovation in relevant industries and secure talented engineers. SUZUKI FOUNDATION will continue to aid and subsidize technological development, as well as encourage and support young people who are motivated to engage in these fields.

Furthermore, SUZUKI FOUNDATION will provide financial assistance for scientific research related to the production, use and consumption of machinery and other equipment that help to make people's daily lives easier and more convenient, including compact motor vehicles, and will widely publicize the results of such efforts. Through these activities, SUZUKI FOUNDATION will contribute to the overall development of Japan's machinery industry and to the improvement of its national welfare.

| Foundation activities

Financial assistance for scientific and technological research projects

SUZUKI FOUNDATION offers financial assistance for fundamental and unique research projects related to environmental, information, control, material, production and other technologies that lay the groundwork for societal development. Notably, in order to support young researchers, SUZUKI FOUNDATION has set up a financial assistance program for young researchers aged 35 and under, in addition to its program for general researchers. In FY2024, SUZUKI FOUNDATION provided financial assistance for 73 projects totaling 146,600,000 yen, comprising the programs for both general and young researchers. From FY1980 to FY2024, we awarded financial assistance totaling 2,071,240,000 yen for 1,402 projects for researchers at universities, technical colleges, and research institutes nationwide.

Financial assistance for proposed subject research projects

SUZUKI FOUNDATION also funds projects that concentrate the combined intellect of researchers in finding solutions to high-priority concerns that should be addressed by the automotive engineering field and other sectors, such as safety issues, global environmental conservation, and natural energy resource conservation. This financial assistance was initiated in FY2003, and each year it invites a wide range of researchers to submit research proposals on subjects including challenges that must be resolved immediately and problems that will arise in the future. Financial assistance is provided for outstanding proposals. In FY2024, SUZUKI FOUNDATION disbursed funds of 41,540,000 yen for 5 projects. From FY2003 to FY2024, SUZUKI FOUNDATION has disbursed funds totaling 499,010,000 yen for 54 projects.

Financial assistance for publicizing research findings and overseas training of researchers

SUZUKI FOUNDATION provides funding for symposiums and conferences held in Japan and overseas, and assistance to subsidize the costs of attending symposiums and conferences held overseas, to improve and develop fundamental and unique research findings in the science and technology fields. In FY2024, SUZUKI FOUNDATION disbursed 17,100,000 yen in funds to 64 projects. It has provided a total of 806 disbursements of funds totaling 228,860,000 yen through to FY2024.

Grants for scientific research and training for foreign nationals

Based on researcher exchange agreements between Shizuoka University and the Budapest University of Technology and Economics and the Indian Institute of Technology, and such agreements between Toyohashi University of Technology and universities in India, SUZUKI FOUNDATION has been supporting international study programs that bring researchers to Japan since FY1999. In FY2024, we provided grants totaling 6,400,000 yen to three researchers, including one from Budapest University of Technology and Economics in Hungary to Shizuoka University for research study abroad, and one each from the Indian Institute of Technology to Shizuoka University and Toyohashi University of Technology for research study abroad. From FY1999 to FY2024, SUZUKI FOUNDATION awarded grants totaling 168,690,000 yen to a total of 35 researchers.

Yaramaika Grand Prize and Yaramaika Special Prize awards program

To commemorate the 40th anniversary of its founding in 2020, SUZUKI FOUNDATION established the Yaramaika Grand Prize and Yaramaika Special Prize as annual awards to recognize researchers who have made outstanding achievements and who are always willing to take on challenges with the "Yaramaika Spirit" of "giving anything a first try," with the aim of further developing Japan's mechanical engineering technology.

The Yaramaika Grand Prize honors researchers who have made outstanding achievements in the development of scientific research related to the production, use, and consumption of machinery and other equipment that helps to make people's everyday lives easier and more convenient, including compact motor vehicles. In addition, the Yaramaika Special Prize recognizes researchers who have received SUZUKI FOUNDATION's Science and Technology Research Grant and the Problem-Proposal Research Grant in the past and made achievements that will continue to benefit society well into the future. Winners of the Yaramaika Grand Prize receive a prize certificate, a gold cup, and a supplementary prize of 10,000,000 yen, while winners of the Yaramaika Special Prize receive a certificate, a gold cup, and a supplementary prize of 3,000,000 yen.

The 5th Yaramaika Grand Prize was awarded to Shinpei Kato, Project Associate Professor at the University of Tokyo, and the Yaramaika Special Prize was awarded to Yoshiyuki Noda, Professor at Yamanashi University.

Presentation ceremony for the fifth Yaramaika Grand Prize and Yaramaika Special Prize

From the left, Toshihiro Suzuki, Chairman of SUZUKI FOUNDATION, and Kato Shinpei, Project Associate

Professor at the University of Tokyo (winner of the Yaramaika Grand Prize)

Yoshiyuki Noda, Professor at Yamanashi University (winner of the Yaramaika Special Prize)



The winners of the 5th Yaramaika Grand Prize and Yaramaika Special Prize (front row, seventh and eighth from the left), the FY2024 Science and Technology Research Grant and the Problem-Proposal Research Grant, as well as guests Tatsuya Sago, Director-General of the Kanto Bureau of Economy, Trade and Industry (front row, ninth from the left), and Toshihiro Suzuki, Chairman of SUZUKI FOUNDATION (front row, sixth from the left)



Total assets and number and amount of disbursements

- Total assets: 16,428,370,000 yen (March 31, 2025)
- Number of disbursements: 145 in FY2024; total of 2,297 disbursements from FY1980 to FY2024
- Amount of disbursements: 211,640,000 yen in FY2024; total of 2,967,800,000 yen from FY1980 to FY2024

The Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology

It is our wish to find causes of disease and pursue good health so that we may all lead pleasant and plentiful lives. In admiration of the efforts of the late Motoo Kimura, who was nominated for a Nobel Prize for his research in evolutionary studies, the Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology was established in December 2004 with funds donated by Suzuki Motor Corporation. This trust foundation rewards those who have conducted research in the field of evolutionary biology and have made major contributions to research in this field.

Award ceremony for the Kimura Motoo Award

Award recipient Li Wen-Hsiung (Taiwan) and his wife (fifth and sixth from the left in the front row), Suzuki Motor Corporation President and CEO Toshihiro Suzuki (fourth from the left in the front row), and the Motoo Kimura Foundation Steering Committee Chairman Takashi Gojobori (seventh from the left in the front row)



Award recipient Li Wen-Hsiung (Taiwan) and his wife (second and third from the left in the front row), Suzuki Motor Corporation President and CEO Toshihiro Suzuki (first from the left in the front row), and the Motoo Kimura Foundation Steering Committee Chairman Takashi Gojobori (fourth from the left in the front row)



Suzuki Education and Culture Foundation

Since 2000, Suzuki has conducted support activities through the Suzuki Education and Culture Foundation to contribute to the sound development of youth in Shizuoka Prefecture. This foundation was established with full funding from the Suzuki Group as a commemorative business for the 80th anniversary of Suzuki's foundation.

Foundation activities

Offering scholarships to high school and university students

SUZUKI FOUNDATION offers scholarships with no repayment obligation to high school students living in Shizuoka Prefecture or university students who are graduates of high schools in Shizuoka Prefecture who have a strong desire to learn but are unable to concentrate on their studies for economic reasons. In FY2024, SUZUKI FOUNDATION offered scholarships totaling 55,440,000 yen to 109 high school and 23 university students.

Moreover, SUZUKI FOUNDATION offers scholarships with no repayment obligations to students who have excelled academically at the Shizuoka University of Art and Culture, which is in the local Hamamatsu area. In FY2024, we donated a total of 2,100,000 yen to seven third-year undergraduate students with the intent of encouraging their desire to learn, and thereby develop human resources who can contribute to society and to the development of the Hamamatsu region.



Scholarship certificate award ceremony

Donation of goods to the PTAs of special-needs schools

SUZUKI FOUNDATION donates goods including playground equipment, sports goods, machine tools, and musical instruments to the PTAs of special-needs schools in Shizuoka Prefecture. SUZUKI FOUNDATION wishes that by using those goods, students with disabilities attending those schools can expand their potential through sports and education activities.

In FY2024, SUZUKI FOUNDATION donated 38 items to 35 school PTAs of goods totaling 23,150,000 yen.



Donation of a cultivator to the PTA of a special needs school

Management assistance for the Mundo de Alegria School for foreign nationals

SUZUKI FOUNDATION supports the education of foreign children by providing financial assistance to the Mundo de Alegria School, a school for South American foreign nationals, which is accredited as a miscellaneous school by Shizuoka Prefecture. (The school is located in Yuto-cho, Chuo-ku, Hamamatsu, with 212 students from kindergarten to high school, of which 202 are from Brazil and 10 are from Peru.)

The Mundo de Alegria School is a school for the children of Japanese-South American workers who came to Japan in large numbers during its "bubble economy" period from the late 1980s to the early 1990s to augment Japan's labor force.

In FY2024, SUZUKI FOUNDATION disbursed financial assistance of 3,000,000 yen to the school. SUZUKI FOUNDATION supports the school's aim to "nurture human resources who can contribute to the local Japanese society by building up education in both their native language and Japanese."



Students of the Mundo de Alegria School

Track record of support (as of March 31, 2025)

- Scholarships provided: 685 students (544,270,000 yen)
- Support for special-needs schools: 172 disbursements (163,490,000 yen)
- Support for to schools for foreign nationals: 15 disbursements (119,500,000 yen)
- Scholarship aid to Shizuoka University of Art and Culture: 10 scholarships (15,300,000 yen)
- Financial assistance for Hamamatsu City learning support for foreign national children: 1 case (2,000,000 yen)

Total amount: 844,560,000 yen

Suzuki Education and Culture Foundation homepage

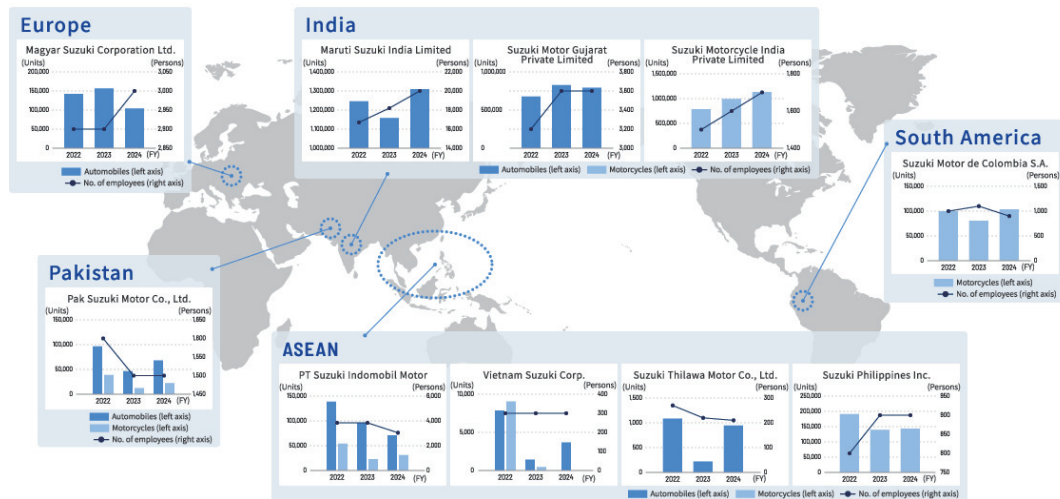
<https://www.suzuki-ecfound.com>

Contributing to Local Economies Through Business

Suzuki aims to grow together with the countries and regions in which it operates, and is promoting local production in each overseas region, expanding markets by providing products and services that meet local needs, and contributing to the economic development of those regions. Furthermore, by procuring parts locally, we are contributing to the development of local industries and the creation of jobs.



■ Trends in automobile and motorcycle production volumes and employee numbers at Suzuki's major overseas production plants



Mitsui O.S.K. Lines, Trade Waltz, Suzuki

Executed a memorandum of understanding on collaboration in automotive trade between India and Africa

TOPICS >

Support for the Local Community

The Suzuki Group carried out the following support for the local community in FY2024.

Provided aid for damage caused by earthquake in eastern Taiwan

We provided 10,000,000 yen in relief funds to assist in support activities for disaster victims.

<https://www.suzuki.co.jp/release/d/2024/0415/>

Donation activities that lead to regional development, such as promotion of academic and educational activities, coexistence with the local community, promotion of sports and culture, environmental conservation, and social welfare

Promotion of academic and educational activities

- : Subsidy for Shizuoka University Regional Collaborative Research Center Cooperation Association Project
- : Donation for the 100th anniversary of the founding of the Faculty of Engineering, University of Yamanashi

Coexistence with local communities

- : Donations to support the Olympic Games for Brazilian Schools in Japan
- : Donations to support the Hamamatsu City Yoshikawa Elementary School flowerbed and educational garden development project

Promotion of sports and culture

- : Sponsorship of the All Japan Collegiate Women's Selected Ekiden Championship (Mount Fuji Ekiden)
- : Sponsorship of the Hamamatsu City Marathon
- : Sponsorship of the Shizunami Para Surfing Festa
- : Lake Hamana Minato Ring

Environmental conservation

- : Special sponsorship of the Fujinokuni COOL Challenge

Social welfare

- : Sponsorship of the Hamamatsu Health Forum

Japan

Domestic sales distributors

In FY2024 at our sales distributors, we conducted various support activities in alignment with the SDGs and using methods best suited to each company.

- PET bottle cap collection**
 An initiative in which caps from PET bottles are collected and the proceeds are used to deliver vaccines to children around the world
- Food bank initiative**
 An initiative in which food that could be eaten but is discarded for various reasons is donated and provided free of charge to people and organizations in need
- Furugi de vaccine (secondhand clothing for vaccines) initiative**
- An initiative in which secondhand clothing and other items that are no longer needed are collected and sent along with donated vaccines



PET bottle cap collection
Suzuki Motor Sales Yamaguchi Inc.



Food drive activities
Suzuki Motor Sales Niigata Inc.



Furugi de vaccine (secondhand clothing for vaccines)
Suzuki Motor Sales Okinawa Inc.

Indonesia

PT Suzuki Indomobil Motor

To support local residents, especially those in the Tambun district, we donated a total of 24,000,000 rupiah.

Philippines

Suzuki Philippines Inc.

Participatory Program "Palenque Challenge"

The event, held between July 9 and 10, 2024, was not just a motorcycle ride for members of the media and bloggers, but a meaningful initiative that combined a motorcycle challenge with community support to support over 200 Aeta families in Bagac, Morong, and Mariveles, Bulacan. Participants were divided into teams and used Suzuki's V-STROM250SX, Raider J Crossover, Smash Fi, Avenis, and Burgman Street EX motorcycles to tackle three challenges based on fuel efficiency, community contribution, and motorcycle versatility. Finally, we held a donation activity at Banawa Elementary School. Supported by local stakeholders and Suzuki Club members, the riders distributed essential items, toys and school supplies, demonstrating the spirit of bayanihan (helping and caring).

Thailand

Thai Suzuki Motor Co., Ltd.

Safety Projects

On April 5, 2024, the Director, General Manager, Safety Team, and Firefighting Team of Thai Suzuki Motor Corporation provided and supported fire extinguishers to the local government for use by local residents in firefighting training.

Colombia

Suzuki Motor de Colombia S.A.

Donation of Playgrounds Made from Recycled Plastic

On February 14, 2025, in partnership with Urbaser*, we donated a playground made from 3 tons of recycled plastic collected by 960 employees to the Crisol Foundation, a non-profit organization in Pereira, Risaralda Department. This playground has contributed to the development and increased environmental awareness of 240 children.

*Urbaser is a full-service waste management company specializing in integrated solid waste management.

United States

Suzuki Manufacturing of America Corporation

We make donations as a team member of United Way, a non-profit charity network operating around the world.

Indonesia

PT Suzuki Indomobil Motor

We donated a total of 149,000,000 rupiah to religious events held by local residents around all our factories.

Awards and Recognition

Italy

Suzuki Italia S.p.A.

Torino FC awarded Suzuki Italia (one of the partner companies) with the Best Environmental Activity Award for planting 11 trees in public areas of Turin.

Respect for Human Rights

- ▼ Suzuki Group's Human Rights Initiatives

▼ Ascertaining the Status of Respect for Human Rights

▼ Initiatives with Business Partners

▼ Initiatives for Suzuki's own Employees

▼ Initiatives for Customers

▼ Dialogs with Stakeholders

▼ Suzuki Group's Basic Policy on Respect for Human Rights

Suzuki Group's Human Rights Initiatives

Starting in 2021, Suzuki began full-scale efforts to strengthen respect for human rights, establishing the Suzuki Group's Basic Policy on Respect for Human Rights and working to ensure that it is disseminated to all employees. We also ask each of our suppliers to cooperate with our human rights initiatives through our Suzuki CSR Guidelines for Suppliers.

Revisions to Suzuki Group's Basic Policy on Respect for Human Rights

Based on the advice of external experts, the Suzuki Group's Basic Policy on Respect for Human Rights (hereinafter referred to as the "human rights policy") was established through a resolution of the Board of Directors in December 2022 and has been posted on the Suzuki website to be widely disseminated to relevant parties. In June 2025, we updated our basic policy by re-clarifying the scope of stakeholders and organizing and clarifying the human rights issues we should prioritize.

Promotion structure

To continuously promote respect for human rights, Suzuki has appointed a person responsible and has begun preparations to employ a system for ensuring all stakeholders respect human rights. We promote human rights due diligence and awareness-raising activities at our domestic and overseas business sites and suppliers. These initiatives will prevent and reduce risks to human rights, and going forward we will report designed systems and plans to the Corporate Governance Committee to establish a company-wide system for responding to risks.

Internal promotion of the human rights policy

Based on the human rights policy published on our company website in February 2023 as a message from the president, we have been working to create a safe working environment throughout the value chain by raising awareness within the Company, implementing harassment prevention training and e-learning, and enhancing the operation of our consultation desk. We revised the human rights policy again in June 2025 to further promote the creation of a culture that respects human rights.

Ascertaining the Status of Respect for Human Rights

Identifying human rights issues and priorities through an expansion of stakeholders

In revising the human rights policy, we have included a variety of stakeholders in the policy's scope, and have sorted through and organized the human rights issues to identify which ones should be emphasized.

		Stakeholders			
		Employees	Suppliers	Customers	Local community
Key human rights issues	Discrimination and harassment	○	○	○	○
	Forced labor and child labor	○	○		
	Labor environment	○	○		
	Working hours	○	○		
	Wages	○	○		
	Dialogs with stakeholders	○	○	○	○
	Privacy	○	○	○	○
	Products/services and customers			○	
	Impact on local communities and society				○

Human rights due diligence

Suzuki has formulated a company-wide human rights policy that respects the human rights of all stakeholders, and has made this policy known throughout the Company through a message from the president. Based on this policy, we conduct surveys and other activities targeting domestic and overseas Group companies and business partners to visualize potential human rights risks related to stakeholders, and take corrective and preventative measures depending on the size and urgency of the risks, thereby steadily spreading and establishing our philosophy.

Initiatives with Business Partners

On-site inspection of suppliers in Japan

As part of our efforts to create a working environment where a diverse workforce can work with peace of mind, Suzuki conducted on-site surveys at our business partners to identify the various challenges and risks faced by foreign technical intern trainees.

- In 2022, in cooperation with a human rights NGO, we held a seminar titled "Survey on the Acceptance Environment for Foreign Technical Intern Trainees," and through a questionnaire, we confirmed that approximately one-third of our domestic business partners have technical intern trainees enrolled.
- To further understand actual conditions, we selected 16 companies in collaboration with the NGO and conducted on-site surveys from December 2022 to March 2024.

Actions to avoid risk

- Selection criteria: 16 companies were selected based on a combination of 1) many technical intern trainees and 2) a high ratio of transactions with Suzuki.
- Survey details: Interviews with management, on-site confirmations of worksites and dormitories, checks on treatment and benefits, individual interviews with technical intern trainees (78 trainees from 6 countries), and interviews with supervisory organizations
- Improvement critiques: On-site issues are identified on the spot and improvements are encouraged. The supervisory organizations are asked to make improvements on issues related to the dispatching organizations.

We are aware of the various challenges and risks facing foreign technical intern trainees, and have conducted a survey of our business partners. This survey was conducted to help us properly understand and manage risks, and is also part of our efforts to create a work environment where an increasingly diverse workforce can work with peace of mind. Going forward, we will continue our efforts to establish working environments where all employees feel respected, safe, and comfortable.

Number of technical intern trainees interviewed

78 total trainees (22 from India, 21 from Indonesia, 16 from Vietnam, 8 from the Philippines, 6 from Myanmar, and 5 from China)

[Improvement Actions]

- At each host company, areas for improvement are identified on the spot based on survey results and prompt improvements are encouraged
- Requests for improvements with respect to issues related to the local dispatching organization are sent to the supervisory organizations

Spreading risk avoidance measures

- In June 2024, we held a briefing session for 84 primary suppliers. Issues, countermeasures, and positive examples identified during the survey of 16 companies were shared at this session, and the participants were presented with standard criteria for companies accepting foreign workers.

Reaching agreement with suppliers on respect for human rights

The Suzuki Group is gradually concluding memoranda of understanding with its suppliers to add agreement terms regarding respect for human rights to basic purchasing contracts concluded by all Group companies, including domestic and overseas subsidiaries. These memoranda include key items that comply with the fundamental conventions of the International Labour Organization (ILO) and the United Nations Guiding Principles on Business and Human Rights, such as the prohibition of child labor and forced labor, the elimination of discrimination and harassment in employment, ensuring fair working hours and wages, the freedom to form labor unions, and the creation of safe and healthy workplace environments. Going forward, we will conclude such memoranda with all companies, primarily through procurement departments, and will further strengthen human rights due diligence throughout the supply chain via regular monitoring and reporting, and discussions on corrective measures as necessary, to establish a sustainable system for respecting human rights.

Initiatives for Suzuki’s own Employees

Employee consultation desk

We opened the Human Capital and Administration Consultation Service as a consultation service that specializes in human capital matters including harassment in the workplace and in consultations relating to safety, health, and mental health. In addition to the consultation service, an Improvement Proposal Box is located at cafeterias and offices, allowing every employee to easily make proposals on work improvements or request consultations.

We have also set up the Mental Health Consultation Room with a psychiatrist and psychotherapist and introduced an external counseling service (EAP).

Initiatives for Customers

Protecting human rights through products

i-Size child seats* complying with the new UN Regulation No. 129 aimed at increasing safety are included as genuine accessories in all passenger vehicles sold in Japan.

Suzuki endorses the Children's Rights and Business Principles and strives to protect the right of children to safe transportation by ensuring the safety of our products and services.

*UN Regulation No. 129: A regulation aimed at improving child restraints based on the "UN 1958 Agreement" concerning the Adoption of Uniform Technical Prescriptions for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these Prescriptions. Excludes the WITH series. As of September 2024.

Dialogs with Stakeholders

We at Suzuki value various opinions we receive from shareholders and other investors, customers, suppliers, employees, people from the community, and various other stakeholders. We regularly put out questionnaires or hold meetings so that we can hold direct dialogs with stakeholders about their requests and ideas, and the details are then shared internally to help our efforts to improve our business and services. This kind of bilateral communication will help us create a more accessible and open company.

Suzuki Group's Basic Policy on Respect for Human Rights

> Suzuki Group's Basic Policy on Respect for Human Rights [PDF](#) 777kb

Nurturing of Human Capital

- ▼ Governance

▼ Basic Operations

▼ Human Capital Development Policy

▼ Internal Environment Development Policy

▼ Personnel System

▼ Allowances

▼ Re-Employment System
- ▼ Human Capital Development

▼ Improving Workplace Communication

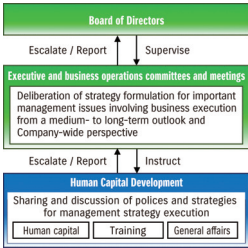
▼ Career Development Initiatives

▼ Foreign Language Training Program

Governance

Under the supervision of the Board of Directors, issues, policies and measures concerning human capital are discussed at the Executive Committee, which is attended by Executive Directors and divisional responsible persons (Managing Officers and Executive General Managers). Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole aims to promote viable activities.

The Human Capital Department reports regularly to the President, and conducts activities in close proximity to top management.



Basic Operations

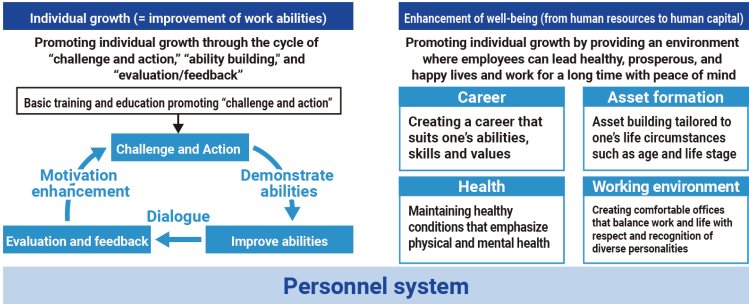
In accordance with our Mission Statement and Philosophy of Conduct: “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” “Genba, Genbutsu, Genjitsu (Actual place, Actual thing, Actual situation)” and “YARAMAIKA (Entrepreneurial Spirit),” we will encourage employees to demonstrate their potential and create value based on our human capital development policy and in-house environment creation policy. We will strive to be “an infrastructure company closely connected with people’s lives,” aiming to play a necessary role for people and society.



Mid-Term Management Plan (FY2025-FY2030)

Initiatives to Strengthen the Management Foundation: Human

To enhance employees' job competencies, foster individual growth, and promote well-being, we introduced a new personnel system in April 2024. We will continue to update initiatives and systems as needed, creating an environment where each employee can focus on personal growth while putting our corporate creed and action principles into practice.

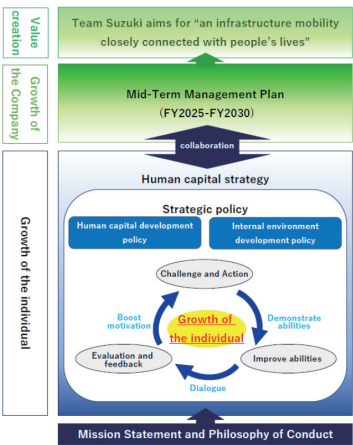


Human Capital Development Policy

Our Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: 1) a goal toward carrying out a company's social missions (product development), 2) a goal for the corporate organization that they belong to (building the Company), and 3) a goal for themselves (developing human capital), respectively. Based on the spirit of the Mission Statement and the Corporate Philosophy of Conduct for putting it into practice, the President is standing on the front line and leading various reforms related to human capital development in keeping with the belief that human capital development is the top priority of a company. In October 2022, the organizational structure was reshaped with the reorganization of the Human Capital/General Affairs into the Human Capital Development. The Company is focused on developing people unique to Suzuki who embody the Mission Statement and Philosophy of Conduct. Moreover, we seek to overcome major changes that cannot be fully dealt with in the form of a conventional automobile manufacturer, such as responding to a once-in-a-century major transformation for automobiles known as CASE and realizing a carbon-neutral society, which is the Company's social mission. To do so, we will strive to recruit and develop diverse human capital who will look beyond our conventional operations and approaches and resolutely take on new challenges, who have diverse experiences and values for generating new ideas, who have a high degree of professional expertise, and who are able to work in a global context.

Internal Environment Development Policy

Suzuki is working to build a company in which employees with unique personalities can demonstrate their abilities in working toward common goals, create outcomes of even higher added-value, and continue to work vigorously while feeling job satisfaction and purpose. We will continue to actively listen to employees' voices, engage in constructive labor-management dialogue, and advance reforms in personnel systems, bold revisions of business operations, work style transformation, improvement of working conditions, and workplace environment development. Our goal is to make Suzuki a company where every employee feels glad to work.



Personnel System

In April 2024, Suzuki fully reformed its personnel system. Suzuki will foster individual growth to ensure that all of its diverse employees can implement the Mission Statement and Philosophy of Conduct. By developing each individual's occupational ability—the abilities necessary to fulfill their individual duties—the earning capacity of each individual will be improved, leading to the Company's sustained growth. At the same time, through each employee's value creation, we aim to become an indispensable presence for people and society by pursuing "infrastructure mobility closely connected to daily life" and contributing to society. We encourage diverse employees to take on "challenge and action" with motivation, and to engage in ongoing dialogue between supervisors and subordinates about the results of their efforts. This process of evaluation and feedback will enhance motivation, lead to further challenges, and improve competencies. By repeating this human resource development cycle, we promote individual growth. Employees will understand basic principles, proactively acquire the knowledge and skills needed for their duties, inherit expertise from supervisors and senior employees, and gain firsthand frontline experience. Through this process, Suzuki is working to enhance their occupational ability.

Job system and ability qualification

We have reviewed job qualification systems for each job category and level, introducing a “job competency qualification system” that clarifies the roles, skills, and behavioral requirements necessary for job performance. By defining the knowledge, skills, know-how, and experience required for each department’s duties, and organizing the job content required for each job category, we deepen mutual communication between supervisors and subordinates, enabling them to work from a shared understanding and effectively improve job competencies.

Evaluation

We have separated performance evaluation and competency evaluation, which were previously conducted together. Short-term performance is now reflected in bonuses, while job competencies are reflected in salary increases and promotions. This change allows us to properly evaluate the abilities required for each job category and level, fostering an environment that encourages further “challenge and action.” In addition to the existing “Goal Challenge System,” which sets semiannual goals and evaluates performance based on achievement, we have introduced a “Job Competency Development System.” This system evaluates the demonstration and improvement of abilities over a one-year period based on evaluation items (competency standards) defined for each qualification, promoting individual growth through mutual communication between supervisors and subordinates.

Wages

In April 2024, we revised our wage system, which had been heavily based on seniority, to appropriately reflect the demonstration and improvement of individual abilities in compensation. Instead of salary increases based on years of service, we now base increases on the roles and competencies required, thereby promoting further individual growth. We have also expanded various allowances, such as childcare support allowances, single assignment allowances, and home visit travel allowances for single assignees, so that employees can focus on their work with peace of mind and high motivation.

■ Starting salaries in Japan

Level of education		Monthly salary (yen)	Comparison with minimum wage (%)
High school		219,000	130
Technical college (regular course) Clerical/Technical Positions		248,300	148
Technical college (specialized course)		276,000	164
University	Practical Position	226,300	135
	Clerical/Engineering/Sales Positions	276,000	164
Graduate school (master's degree)		299,700	178

Allowances

Commuting allowance

Previously, Suzuki paid commuting allowances based on distance from home to workplace, regardless of the commuting method. To make the allowance more acceptable to recipients, Suzuki has decided to pay the actual commuting expenses incurred by employees based on each employee's commuting method, route, and number of workdays, and other relevant factors.

Childcare support allowance

Previously, the child-raising support allowance was paid for parents raising children until the first March after they turned 15. However, Suzuki has extended this allowance to parents raising children until the first March after they turn 18. This extension was made to help create a better environment for employees to balance their work and child-raising responsibilities, while also improving retention rates, motivation and performance. In addition, Suzuki has established new congratulatory allowances for life events, such as the birth of a child, and admission to elementary or junior high school.

Previously, this allowance was paid for up to three years when employees lived apart from their spouses and children due to a job transfer. Suzuki decided to remove the time limit to provide an environment that reduces the financial burden for employees on assignment without their families, allowing them to focus on their work. The Company will continue to pay the allowance as long as necessary.

Homecoming travel allowance for domestic unaccompanied assigned employees

Suzuki has decided to provide a new travel allowance equivalent to the actual expenses incurred for employees on assignment without their families to temporarily return home to their families. As with the domestic unaccompanied assignment allowance, this travel allowance aims to create an environment that reduces the financial burden for these employees, thereby allowing them to focus on their work.

Re-Employment System

Suzuki has revised the re-employment system to allow employees who wish to continue working after the age of 60 to maintain the same duties as full-time employees, as well as the same level of pay they received at the age of 60. The new system aims to support these employees in pursuing Challenge and Action, regardless of age. In addition, Suzuki has realized personnel assignments optimized to match individual work abilities through Company-wide human capital matching and retraining, thereby creating an environment where personnel can work vibrantly.

Human Capital Development

Strengthening “Individual Growth” and “Individual Earning Power”. We are fostering an environment and culture that promote self-growth, encouraging and supporting autonomous learning, and advancing company-wide human resource development.

Dissemination of Corporate Creed and Action Principles

To earn customer satisfaction and trust in Suzuki, we are working to deepen understanding and dissemination of our corporate creed and action principles through reaffirmation of our “Founding Spirit” and “Manufacturing Spirit.” We ensure that employees—from new hires to executives—can put these principles, which serve as Suzuki’s operating system (OS), into practice through tiered training and on-the-job experience in each workplace.

Improving Job Competencies

Across all departments, we have introduced an on-demand training library system that allows employees to acquire the basic knowledge and job execution skills required for their job qualifications. We also conduct group training sessions for each qualification level, led by internal and external instructors, enabling employees to work on acquiring and improving the abilities necessary for their duties.

Department-Specific Job Competency Improvement

Through on-the-job training (OJT) by supervisors and senior colleagues, as well as off-the-job training (OFF-JT) via internal training and external seminars, employees work to acquire and improve specialized knowledge and skills. In technical and production engineering departments, we have published “skill maps” that visualize all skills required in each department, supporting career planning and reskilling.

Support for Self-Development

We support employees’ voluntary efforts to improve job competencies, acquire specialized knowledge, and relearn skills through correspondence courses, subscription-based content, and subsidies for purchasing self-development books or attending language schools via our “Cafeteria Plan” benefits program.

Improving Workplace Communication

When conducting each seminar, Suzuki will provide lectures on the importance of two-way communication based on a foundation of psychological safety in conjunction with the completion of all training, as part of efforts to foster workplace communication.

■ FY2024 training data

Number of employees on a standalone basis (as of March 31, 2025)	17,414
Number of training participants	313,200
Annual training expense per employee*	¥39,600

* Excludes costs for on-the-job training, in-house personnel expenses and facility operations, etc.

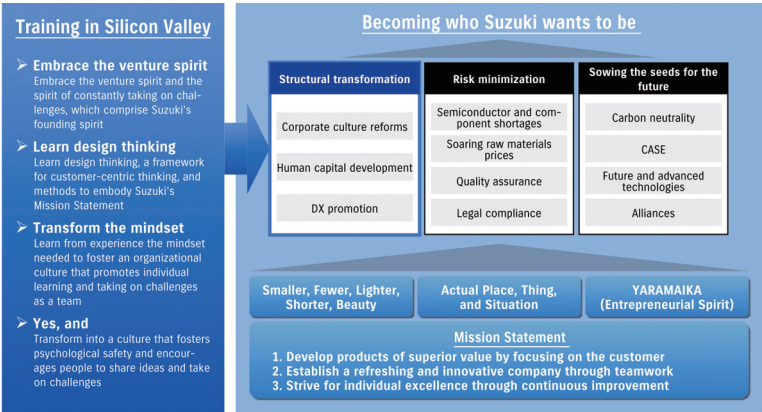
Dispatching young employees to startups and other business ventures

To return to Suzuki’s entrepreneurial spirit of “facing challenges and pioneering our own path” and broaden perspectives, we dispatch young talent to startup companies regardless of industry or size. In Japan we have collaborated with M-Square Lab to jointly develop “Mobile Movers,” combining Suzuki’s mobility development expertise with M-Square Lab’s know-how in solving agricultural and regional issues since 2020. Since August 2022, we have dispatched employees to SkyDrive to nurture “flying car” projects as a new mobility business alongside automobiles, motorcycles, and marine products. Overseas, we have operated the Suzuki Innovation Center (SIC) within the Indian Institute of Technology (IIT), serving as an open innovation platform for Japanese companies and startups to take on new challenges in India since November 2022. Young employees from various headquarters work with IIT students to develop IT products and create innovations that address everyday social issues.

From November 2024, we began intensive training at the Indian Institute of Management Ahmedabad to cultivate employees who can collaborate with Indian partners, learning the “Jugaad” spirit of resourceful problem-solving and a “try first” mindset. Participants attend lectures by top faculty, visit rural areas, and interact with social entrepreneurs to foster a passion for growing together with India beyond mobility. In FY2024–2025, two sessions were held with a total of 25 participants from across the Company.

Training in Silicon Valley

Suzuki began dispatching staff to Silicon Valley in September 2017 to gain exposure to the venture spirit of taking on challenges without fear of failure, and learn design thinking, which is a problem-solving method. So far, Suzuki has dispatched a total of 192 people, representing a wide range of both male and female personnel from executives to young staff, to Silicon Valley on 19 occasions to learn from local startups that embody a “focus on the customer,” which is a major element of Suzuki’s Mission Statement. Additionally, 15 domestic and online training sessions have been conducted for 146 participants. Lessons in design thinking and a mindset of challenging without fear of failure are applied to daily work and human resource development.

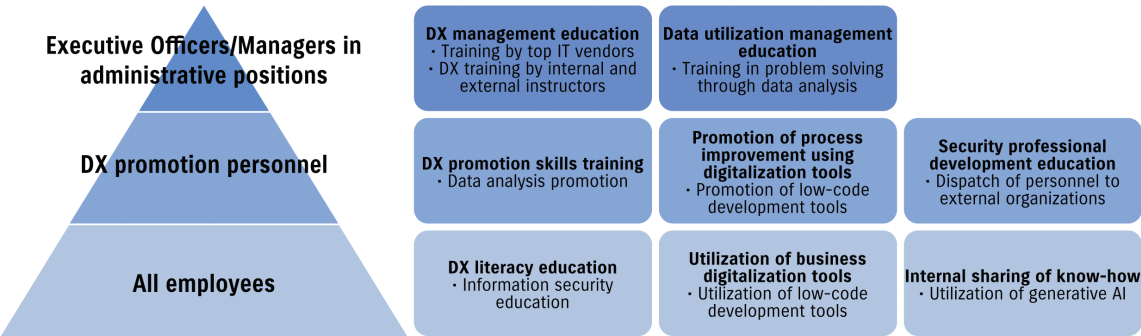


Digital education

We provide digital education at three levels: for all employees, for DX promotion personnel, and for executives and managers in administrative positions.

For all employees, we provide DX literacy education with the aim of improving operational efficiency, creating added value, and promoting the active use of digital tools in each department. For DX promotion personnel, we provide DX promotion skills training for them to acquire more advanced data analysis skills, introduce digital tools, and deploy them internally. In this way, we have established a system in which DX promotion personnel take the lead in digitalization within the Company.

For executives and managers, we provide DX management education to ensure our competitive advantage and transformation through the use of digital technology.



Category	Content	All employees	DX promotion personnel				Executive Officers / Managers in administrative positions
			Data analysis personnel	Process improvement personnel	Security personnel	Software development personnel	
DX literacy education	Microsoft 365 basic skills acquisition	○					
	Information security education	○					
	Education on data utilization concepts	○					
Utilization of business digitalization tools	Utilization of cloud storage	○					
	Utilization of robotic process automation (RPA) tools	○					
	Utilization of low-code development tools	○					
	Utilization of business intelligence (BI) tools	○					
	Utilization of generative AI	○					
Internal sharing of know-how	Generative AI, data utilization, etc.	○					
DX promotion skills training	Education to enhance data analysis skills		○				
	Promotion of data analysis using BI tools		○				
Promotion of process improvement using digitalization tools	Promotion of process improvement using RPA tools			○			
	Promotion of process improvement using low-code development tools			○			
Security professional development education	Education for information security personnel in each department				○		
	Security core personnel development education (dispatch to external organizations)				○		
Software personnel development	Nurturing of in-house development personnel					○	
	Nurturing of global talent (engineer exchange with Maruti Suzuki, joint research with Indian Institute of Technology)					○	
DX management education	Training by top IT vendors						○
	DX training by internal and external instructors						○
Data utilization management education	Training in problem solving through data analysis						○

DX management training

Based on the recognition that DX is a management issue, management has adopted the slogan, "Executive Officers and Executive General Managers form the No. 1 digital team in the industry," and has exchange meetings with top IT vendors that are actively promoting DX, as well as DX training by internal and external instructors. This training is designed to provide officers and Executive General Managers with hands-on experience and an understanding of principles and guidelines for fields such as software, networking, and security. In FY2024, the third year of the program, we held six hands-on sessions on generative AI, data utilization, and security. Similar content was delivered to approximately 200 department-level managers, and generative AI training was made available to all employees via e-learning, with 3,500 employees completing the course by March 2025.

Developing and Supporting Citizen Developers

We aim for all employees to master digital tools and solve their own departmental issues. To this end, we train citizen developers in low-code development and BI, and operate internal communities to share know-how and deliverables, ensuring company-wide optimization rather than isolated departmental solutions.

1. Provision of Skill Development Opportunities through Accompanied Support

We conducted training sessions on low-code development tools and workshops aimed at solving issues within each department. In FY2024, 100 employees from 19 divisions participated. The citizen developers who learned through these programs also serve as evangelists, playing a key role in expanding citizen development within their respective departments.

2. Operating Citizen Developer Communities

(Low-code development community: 846 members, BI community: 967 members)

- Sharing of development methods, procedures, and self-study materials
- Posting and sharing of chat-based technical Q&A
- Online technical consultation sessions, and development support in face-to-face or group formats
- Cataloging of developed applications and sharing of related information

3. Progress of development

	Number of Developed Applications			Number of Developers		
	March 2024	March 2025	Same month year-on-year comparison	March 2024	March 2025	Same month year-on-year comparison
Low-code development	162	880	543%	145	780	538%
Business intelligence (BI)	950	1,143	120%	850	1,094	129%

Data Analysis and Utilization Training

We conducted conceptual training to build basic understanding of data utilization, management training to develop decision-making skills, and training to enhance data analysis capabilities (basic, advanced, and practical courses). By FY2024, participation reached:

- Conceptual training: 12,057 employees (71% of all employees)
- Management training: 736 employees
- Data analysis training: 1,398 employees

We also offer a "Data Utilization Quiz" to provide an enjoyable, always-accessible environment for self-development and skill improvement, enhancing understanding and retention of data analysis skills.

1. Education on data utilization concepts (Target: 80% of all employees)

Enable employees to visualize what they will be able to achieve through data analysis.

2. Education to enhance data analysis skills (Target: 80% of DX promotion and data analyst personnel)

Basic course:

Learn to predict events based on data trends and characteristics

Applied course:

Learn to examine analysis results and assess their validity

Learn to identify key takeaways from analysis failures that can be applied to future analyses

Practical course:

Lower the barriers to using AI and learn to apply it in one's own work

Construction and utilization of a platform for generative AI use

We introduced ChatGPT, a generative AI model, on March 21, 2023, ahead of other companies in our industry. Currently, nearly 10 in-house apps are in operation. In order to improve the productivity of all employees, we are promoting the in-house development of applications using generative AI and fostering an environment in which employees can independently develop applications using generative AI (i.e., citizen development using generative AI).

| In-house development of applications using generative AI

We introduced large language model (LLM) generative AI ahead of industry peers on March 21, 2023, and currently operate nearly 10 in-house applications. By March 2025, 8,787 employees were using generative AI. This accelerates in-house application development and maintains an environment where employees can independently improve productivity.

We will continue expanding the scope of generative AI utilization to further improve operational efficiency and create new value.

1. Improving Operational Efficiency through AI

In addition to common uses such as summarization, text generation, and code generation, we developed applications that create chatbots capable of referencing internal know-how (documents and internal web pages) to provide answers. We also implemented AI agent functions that use these chatbots as tools to generate responses. Over 900 chatbots have been deployed to support internal operations, improving efficiency.

2. Expanding the Scope of AI Utilization

We provide internal APIs that allow employees to integrate generative AI into workflows and applications, enabling anyone to engage in development without specialized knowledge.

Career Development Initiatives

We believe that for individual growth, each employee must repeatedly engage in "challenge and action," leading to improved job execution capabilities. At Suzuki, we implement human resource development programs that support and accelerate each employee's challenges and actions.

Self-declaration system

This system is to provide employees with opportunities to review their work and capabilities once a year, reconfirm their own strength and weakness, and lead them to further improvement in capabilities. In addition, they can clarify jobs and departments that they want to try as a career plan, and submit it to their supervisors and the departments of human capital. The submitted contents are effectively utilized as basic data for development and optimal assignment of human capital.

Rotation system

Suzuki implements systematic rotations of human capital by preparing the Company-wide personnel change plan in order to improve employees' knowledge and technical skills and revitalize our organizations. The goal we set in this system is to have all young employees in engineering, clerical, and sales positions experience the transfer to different departments within 10 years of joining the Company.

Foreign Language Training Program

To improve the foreign language skills of employees, Suzuki offers support as follows:

- Implemented a system where employees can take the TOEIC test for free, with examination fees covered by the Company.
- Introduced online English conversation courses and other programs, with the Company subsidizing a part of the expenses of employees who complete such programs.

Diversity of Human Capital

- ▼ Promoting Participation by Women

▼ System for Supporting Work and Family Balancing

▼ LGBTQ

▼ Employment of People with Disabilities

▼ Workforce Mobility

▼ Visualizing Human Capital

▼ Succession Plan

▼ Departments with Human Resources Function

Suzuki respects the individuality and will of each employee, regardless of gender, age, nationality, human rights, religion, or disability, and is committed to creating an environment and culture in which every employee can fully realize their potential and enhance their abilities through diverse work styles, while maintaining a balance between work and life.

Promoting Participation by Women

To further create workplaces where women can work successfully, since 2020, the Company has set a target to triple the number of female employees with job titles in 2025 compared with the number in FY2015, and it is working to increase the number with job titles who are managers in administrative positions or candidates. This target was achieved ahead of schedule, with the number of female employees with job titles reaching 223 in FY2024, which was 4.2 times more than in FY2015.

Meanwhile, the number of female managers was 31 as of FY2024 (ratio of female managers: 2.18%). In order to bring the ratio of female managers to the same level as the ratio of female employees in the future, we will first aim to increase the ratio of female managers to 5.0% by 2030 and will work not only to support a good work-life-balance but also career development. Furthermore, Suzuki considers the low ratio of women in the automobile industry to be an issue. Suzuki is striving to achieve ease of work so that everyone, regardless of gender, age, nationality, human rights, religion, or disability, can work comfortably in all its workplaces, including production plants. To that end, the Company will take steps such as fundamentally improving work environments through production technology innovation.

General Business Owner Action Plan based on the Act on Promotion of Women's Participation and Career Advancement in the Workplace

1. Term of plan

From April 1, 2020 to March 31, 2025 (5 years)

2. Issues

- Low ratio of female managers
- Compared to women, men are less able to achieve a good work-life balance.

3. Target

- (1) Increase the proportion of female workers in managerial positions to 5% or more.
- (2) Achieve a 100% rate of male employees taking childcare leave or childcare-related vacation.

4. Actions to take

(1) To enable employees to build careers that reflect their individuality, initiatives will be implemented from the following perspectives:

- ① Provide “options” and the “perspective/information” needed to choose them.
- ② Create “communities” as places and fields for engagement.
- ③ Foster a “corporate culture” that supports individual success.

From April 2025:

- Build internal networks among female employees and hold roundtable discussions.
- Introduce employees who are active regardless of gender.
- Conduct unconscious bias training for managers.
- Provide career training for women.
- Consider and establish support measures for balancing work with infertility treatment.

(2) In FY2023, the male childcare leave acquisition rate was 63%, with an average of 99 days taken, indicating that a culture of male participation in childcare is being fostered. However, to further normalize “men's participation in childcare,” the following initiatives will be implemented:

From April 2025:

- Hold male childcare circles.
- Continue hosting exchange meetings for employees on childcare leave.
- Review and improve awareness-raising activities.
- Conduct training for all employees.
- Conduct unconscious bias training for managers.
- Consider and implement system improvements to make applications easier.

System for Supporting Work and Family Balancing

We are creating a working environment where employees with motivation and ability can continue working through a system that enables employees to choose from various working styles. We are enhancing awareness of work and family balancing in the entire workplace and promoting an employee-friendly working atmosphere.

Short working hours system (childcare and family-care shortened working hours)

We have adopted a system to shorten daily working hours to six or seven hours based on application by employees raising children who are elementary school-aged or younger, or employees with family members in need of nursing care. In FY2024, 394 employees used this system.

Leave · Leave of absence (childcare and family-care leave)

Many employees, both men and women, who need to concentrate on childcare or nursing care use the leave of absence system. In FY2024, 372 employees used this system. From April 2022, to create an atmosphere in which it is easier for men to take part in child-raising, the newly established "Paternal Childcare Leave" of up to five days can be taken within eight weeks of the birth of a child, in addition to the existing two days of "Paternal Childcare Leave." In FY2024, 267 male employees took childcare leave (65.7%), reflecting steady progress in fostering a supportive corporate atmosphere.

Telecommuting System

We have introduced a telecommuting system to enable employees to work efficiently and proactively without being restricted by time or location. By utilizing this system, employees can balance childcare or nursing care with work, creating an environment where they can harmonize work and family life.

Life (livelihood) support leave

Employees can carry over up to 40 days of paid leave beyond the two-year validity period after it is granted. We have also introduced the Life Support Leave system, which allows employees to take leave for injury or illness, nursing care of parents or children, infertility treatment, and bone marrow donation.

Acquired 2024 Platinum Kurumin accreditation

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Suzuki has received Platinum Kurumin certification as a company that supports child raising. "Platinum Kurumin" is a certification awarded to "Kurumin"-certified companies that have introduced and actively utilized high-level support systems for balancing work and childcare, and that continue to meet certain standards. Suzuki obtained "Kurumin" certification in 2022, and was subsequently awarded "Platinum Kurumin" certification in recognition of its efforts to promote male childcare leave and support women's continued employment and career advancement.



Information sharing seminar for parents

The seminar is intended for employees taking childcare leave and their spouses. It is held to create a system that allows employees to return to the workplace smoothly without feeling anxious, and to easily seek consultation after they are reinstated by sharing the experiences of employees who have returned to work from childcare leave and exchanging information among employees. The seminar is also held to give married couples a deeper understanding of childcare in dual-income households.

Obstetrics and pediatrics online services

Suzuki has introduced a service that allows users to easily consult specialists on issues related to pregnancy, infertility, childbirth, childcare, and women's health online from their smartphones anytime, anywhere. With this service, Suzuki aims to create an environment in which employees and their families in Japan, as well as personnel stationed overseas and their accompanying family members, can find solutions to issues and work with even greater peace of mind.

[Suzuki has introduced the "Obstetrics and Pediatrics Online" service.](#)

* The linked page is available in Japanese only.

[TOPICS >](#)

Partnerships with Local Nursery Schools

We have signed joint-use agreements with several company-led nursery schools, allowing employees to use them preferentially when spaces are available. We will continue to expand partnerships with company-led nursery schools to improve employee work environments while contributing to local community development.

LGBTQ

In addition to prohibiting harassment and discriminatory language and behavior related to sexual orientation and gender identity in our employment regulations, we are working to foster a culture of understanding and acceptance of sexual diversity among our employees, including addressing the issue of outing someone in the Compliance Handbook distributed to all employees to raise awareness. In addition, we have standardized uniforms for men and women and added gender-neutral restrooms.

Employment of People with Disabilities

Suzuki strives to create a working environment where people with disabilities can continue to work at ease. We appoint a specialist in charge of employing people with disabilities, as well as a psychiatric social worker in the Human Capital Division to provide individual consultations periodically and also assign a vocational life consultant for persons with disabilities to each workplace to care for their problems.

Suzuki Support Co., Ltd., a special subsidiary company established in February 2005, has been conducting business activities for 20 years. As of the end of March 2024, 79 employees with disabilities, including those with severe disabilities, are performing janitorial services at Suzuki's head office, employee dormitories and related facilities and stationery management services, as well as farm work at Suzuki's farm together with supervisors. Their sincere and cheerful attitude toward work greatly encourages all the people in Suzuki. Suzuki will, through Suzuki Support, continue to actively employ people with disabilities for them to feel happiness through working and to grow as people through social participation in line with the philosophy behind the establishment of Suzuki Support, which is to contribute to society.

Summary of Suzuki Support

- Company nameSuzuki Support Co., Ltd.
- Capital¥10 million
- Capital investorSuzuki Motor Corporation
- Location300 Takatsuka-cho, Chuo-ku, Hamamatsu, Shizuoka
- EstablishmentFebruary 2005
- Business categoryJanitorial services, stationery management, farming production
- RepresentativeTakashi Hukuda
- Number of employees154 (incl. 96 employees with disabilities)

Workforce Mobility

In a social climate where the mobility of human capital and labor shortages are accelerating, we strive to create a company and workplace environment where people feel that working for Suzuki is both attractive and conducive to personal growth.

Mid-career recruitment

To secure a diverse range of human capital, Suzuki has been focusing on mid-career recruitment in recent years in addition to new graduate recruitment. In FY2024, the Company hired 276 people (a 152% (181 person) increase over the previous year). Furthermore, Suzuki has established a new employment format that is not limited to the existing personnel system for certain human capital who possess knowledge and experience in new fields that have not been accumulated within the Company. This new employment format was implemented beginning in June 2023.

Alumni recruitment

We are actively pursuing alumni recruitment to rehire former Suzuki employees. We believe that they will be able to utilize the knowledge gained while working at Suzuki and combine it with knowledge and experience gained outside in order to once again become an immediate asset to Suzuki as a familiar workplace environment. We also expect them to contribute to the Company's further growth by recognizing its strengths and weaknesses, further developing the strengths, and addressing the weaknesses.

Referral recruitment

We are engaged in referral recruitment in which we encourage current Suzuki employees to introduce their friends and acquaintances to the Company. By having our employees provide detailed explanations about Suzuki beforehand, applicants can gain a deeper understanding of the Company. We believe this will help them become familiar with Suzuki before joining, thereby enhancing employee retention.

Recruitment of digital professionals for next-generation technology development

Securing digital professionals necessary for the development of next-generation technologies, including CASE, has become an urgent priority. Amid the shortage of digital professionals in Japan, we have been focusing on India, which has produced a large number of talent in this field, and have been recruiting directly from the Indian Institutes of Technology Hyderabad since 2018. (A cumulative total of 27 employees have been hired as of May 2025 .) In the Indian market, which is one of Suzuki’s strengths, we are working together with our subsidiary Maruti Suzuki India Limited to improve our competitiveness through the exchange of human capital.

Communication environment	<ul style="list-style-type: none">◉ We are improving both the English language skills of Japanese employees and the Japanese language skills of non-Japanese employees to reduce communication gaps caused by language barriers.◉ We are gradually expanding English versions of Company notices, various guides, internal systems, posted material, etc.◉ A multilingual translation tool has been introduced as part of our internal IT environment to support daily written communication.
Japanese language education program	<ul style="list-style-type: none">◉ We provide foreign employees with educational opportunities and funding to acquire the minimum Japanese language skills necessary for independent daily life at the Company and in society.◉ Additionally, we support self-education to achieve higher levels of Japanese language skills.
Providing food and housing environment	<ul style="list-style-type: none">◉ In terms of food, we offer authentic Indian cuisine in the Company cafeteria to accommodate Indian employees, who make up the majority of our foreign staff and have distinct food cultures.◉ In terms of housing, our Company dormitories provide Western-style rooms, vegetarian-only kitchens, and fully private shower rooms to cater to the needs of foreign employees with different lifestyles.
Utilization of external services	<ul style="list-style-type: none">◉ We provide detailed services for foreign employees in cooperation with external providers who offer consultations on daily life and concerns.

Support for Foreign Employees

We provide social learning programs for foreign employees. These programs aim not only to teach skills, but also Japanese language, culture, and manners, helping to facilitate smooth communication in daily life and in the workplace.

Visualizing Human Capital

By breaking down tasks by individual division, visualizing the workflow and skills required, and linking the skills needed by each employee, the tasks that are dependent on specific individuals will become clear. This allows for an understanding of the allocation of human capital in one’s own department, clarifying plans for supplementing or training of staff in anticipation of any personnel vacancies. Through dialogue between supervisors and their team members during target challenges and skill development interviews, personal development plans, career paths and achievements are continuously shared, encouraging and evaluating individual growth and contributing to the growth of and reinforcing the organization. In the future, a “task breakdown chart (skill map)” created by each department will be incorporated as human capital data in the human resource base system and utilized in understanding the state of human capital and for recruiting and assignment, reskilling, talent management and so on.

Succession Plan

The Company is working to develop a succession plan for next-generation leaders (officers, Executive General Managers, Division Managers) with the goal of maintaining continued corporate growth. In conjunction with human resource system reforms carried out in April 2024, we defined the competencies, personal and behavioral attributes required of each position, clarifying the roles of employees with job titles. In addition, we have established a talent pool of those at the executive and managerial levels, allowing for flexible assignment of these individuals in key management positions within the organization. Position promotions are determined at meetings of the Executive Committee, where the president and other executives exchange opinions based not only on recommendations from supervisors but also on a list of successor candidates drawn up by the Human Capital Department. Going forward, we will conduct multi-faceted evaluations of managers to assess their suitability as leaders from every perspective, and will work to engage in appropriate placement of personnel and human capital development.

Departments with Human Resources Function

To respond more accurately and promptly to on-site issues closer to the field based on the three reality principles, a new department-specific human capital function, independent of the Human Capital Development Division, was established within the Automobile Engineering and Manufacturing fields in 2023. In July 2025, we will establish a dedicated HR function within the Japan Sales Division to promote workplace improvements and talent development. This HR function will gather feedback from the field, work together with employees to resolve individual issues and concerns, and escalate unresolved matters to the Human Resources Development Headquarters for workplace improvement and problem-solving. These efforts aim to boost motivation and improve retention rates, enabling employees to work with vitality.

Occupational Health and Safety

- ▼ Safety and Health Control System

▼ Risk Assessment Activities

▼ Employee Health

▼ Health Management Promotion Structure

▼ Initiatives for In-House Dissemination

▼ Initiatives to Enhance Health Literacy

▼ Initiatives to Promote Health Management in the Community

▼ External Evaluation

Safety and Health Control System

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

In addition, the Central Safety and Health Committee conducts a central safety patrol once a year to raise safety awareness within the Company through cross-functional safety activities by inter-department crosschecks. A departmental health committee is established at each office and constantly conducts activities related to safety and health based on the policy of the Central Safety and Health Committee.

Initiatives for safety and health

The following are the initiatives primarily implemented in FY2024 to ensure employees can work safely, securely and in good health.

■ Initiatives in FY2024

	Target	Priorities	Specific measures
Occupational Safety	Zero serious or lost-time accidents Total number of occupational accidents of 30 or less	Rigorous workplace safety management	<ul style="list-style-type: none">Reconfirm the risk of crane work and forklift workConduct risk assessment of work that could lead to serious accidents and promote risk reduction measuresImprove work environment and pathways and promote 5S in order to prevent falling accidentsPromote pedestrian-vehicle separation and compliance with rules when walking
		Improve safety awareness and ensure safe behavior through repeated education and drills	<ul style="list-style-type: none">Safety education of supervisorsEducate personnel on regulations and rules reflecting past accidents, including experienced workersImprove risk prediction skills and risk sensitivity by continuing risk prediction drills and providing experiential training on risks
		Prevent accidents by inexperienced workers (less than three months) and workers transferring between processes (less than one month)	<ul style="list-style-type: none">Conduct regular patrols, work checks, and interviewsStrengthen follow-up of temporary employees in particular (Confirm rules and basics, and identify difficult tasks)
Occupational Health	Create a better workplace where employees can be physically and mentally healthy	Management of chemical substances	<p>Strengthen chemical substance management associated with amendments to laws and promote risk reduction measures</p> <ul style="list-style-type: none">Prepare lists of chemical substances in use and maps of chemical substance storage locationsEnhancements to labeling standards mandated by laws and regulations, as well as storage methods identifiable at a glanceNurture chemical substances managers
		Better working environment	<p>Improve work environments for hazardous work (fine particles, noise, chemical substances, etc.)</p> <ul style="list-style-type: none">Conduct measurements in work environmentPerform mask-fit tests of workers exposed to welding fumes <p>Implement heat illness countermeasures</p> <ul style="list-style-type: none">Improvement measures suited to workplace characteristics, including outdoor and irregular work, and use of heat indexProvide early warning before hot weather and related education and guidance (including construction contractors, etc.)

Risk Assessment Activities

At Suzuki, we conduct risk assessments as part of activities aimed at preventing occupational accidents. By identifying risks in individual tasks and implementing measures to mitigate them, we are working to improve safety and enhance employees’ awareness of safety. Risk assessments were first introduced in 2001, and since 2016, we have also conducted risk assessments on chemical substances. In 2017, to prevent any serious occupational accidents, we revised our risk assessment evaluation methods, re-evaluated particularly high-risk tasks, and have been working to reduce risks even further.

Introduction of OSHMS

Suzuki is promoting the introduction of an Occupational Safety and Health Management System (OSHMS) with the aim of continuously improving safety and health standards. In 2024, the system was introduced at the Osuka Plant as a model site. From 2025 onward, the number of sites implementing the system will be gradually expanded. In addition, Suzuki established its Safety and Health Policy in March 2025.

Suzuki Safety and Health Policy

Safety and health activities are carried out with the cooperation of all Team Suzuki members.

We strive to prevent occupational accidents before they occur by focusing on “Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation),” aiming for zero serious accidents and the continuous reduction of occupational accidents.

We comply with laws and regulations related to safety and health, as well as internal company rules and policies.

We appropriately implement measures in accordance with the Occupational Safety and Health Management System

March 20, 2025

Representative Director and President



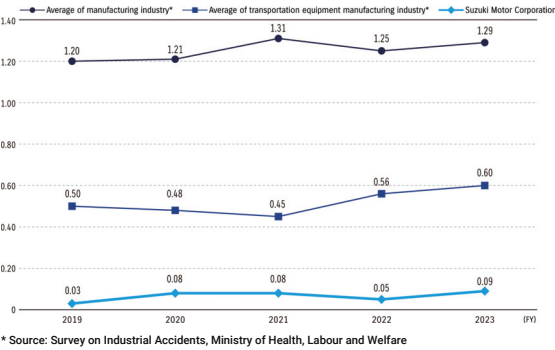
Incidence of occupational accidents

(Unit: cases)

		FY2022 result	FY2023 result	FY2024	
				Target	Result
Total number of occupational accidents		58	68	46 or less	62
Serious and lost-time accidents	Lost-time accidents	2	2	0	1
	Serious accidents	0	0		0
	(Fatal on-site accidents ^a)	0	0		0

^a Number of worker deaths was zero

Trends in occupational accident frequency rate



India

Maruti Suzuki India Limited

Maruti Suzuki India has obtained ISO 45001 certification at its Manesar plant, Gurugram plant, R&D centre at Rohtak, and Head Office at Delhi, and is committed to safety and health.

Employee Health

Health management

Guided by the catchphrase, "Happy customers are created by happy employees!"

Team Suzuki has worked together on health management initiatives to ensure we can provide products that delight customers. Through these ongoing initiatives, Suzuki has been certified a Health and Productivity Management Outstanding Organization every year since 2021, and in 2025 Suzuki was certified as the "White 500" in the category. We will continue our efforts in health management activities to keep creating smiles for our customers and employees.



Health Declaration

Guided by the catchphrase of "Happy customers are created by happy employees!" the Company will take on health initiatives as Team Suzuki to ensure that all employees who work at the Suzuki Group can implement the Mission Statement and work positively and energetically in excellent mental and physical health, and as a result, provide products that delight customers.

Representative Director and President

鈴木 俊彦

Health Management Promotion Structure

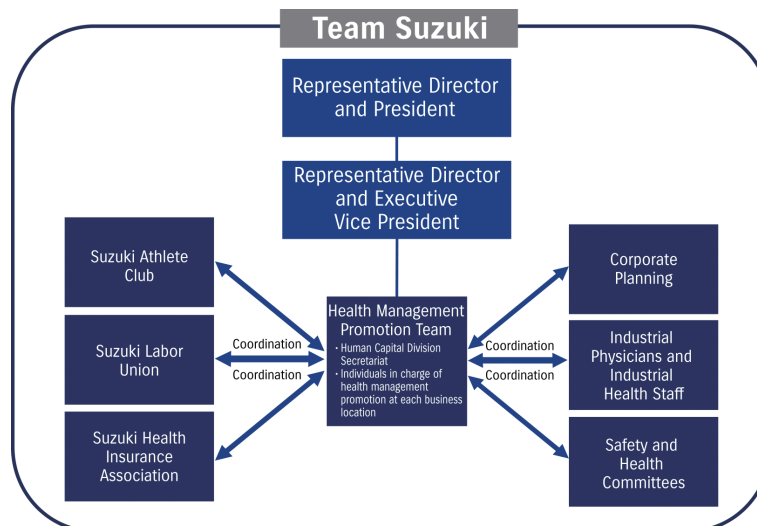
Headed by the Representative Director and President, the Human Capital Department takes the lead in promoting employee health.

In promoting employee health, an individual responsible for health promotion is appointed at each business location, and the entire company works together on these initiatives.

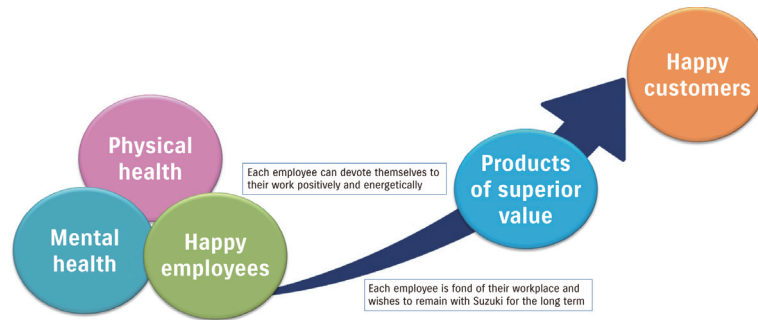
Accordingly, proactively taking opinions from experts, including health promoting industrial physicians, public health nurses, and nurses, activities through labor management cooperation are carried out.

In addition, the members of the Health Management Promotion Team have increased their understanding of health management by acquiring Health Management Advisor certification. They also carry out activities to promote Suzuki's health management activities to a wide audience, both inside and outside the Company.

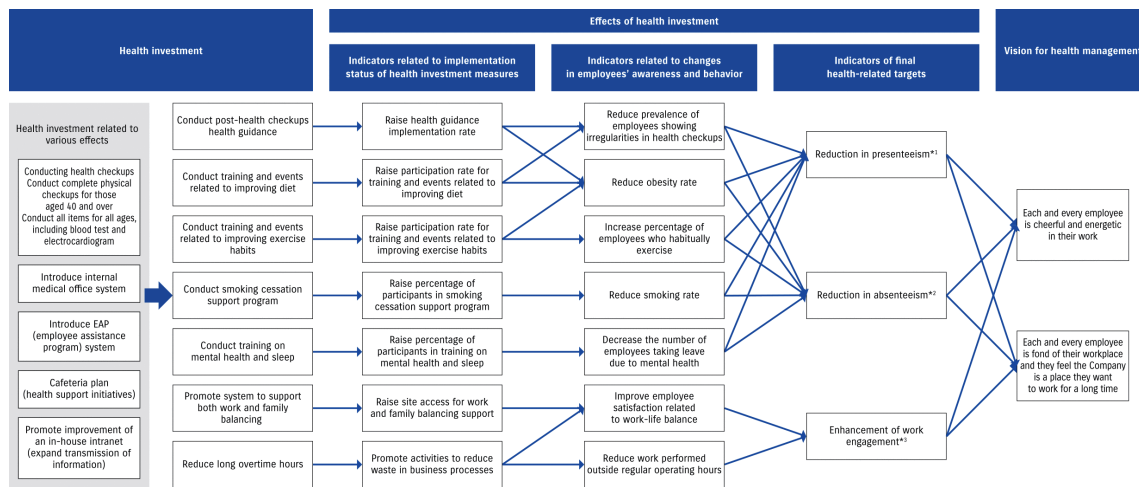
■ Promotion structure



Suzuki's business challenges to be solved by health management



Strategy Map



*1 A condition in which operational efficiency has been reduced due to a health problem

*2 A condition in which business processes cannot be performed due to absence from work

*3 A condition in which vitality (feelings of energization from work), enthusiasm (pride and work satisfaction), and immersion (dedication to work) are fully realized

KPIs for promoting health management

Category	Measurement method	FY2022	FY2023	FY2024	FY2025 target
Absenteeism → Being on leave or absent from work	Number of employees on leave for more than one month due to mental health issues / Total number of employees → A smaller value indicates a better condition.	0.8%	0.7%	0.6%	0.5% or less
	Number of employees on leave for more than one month due to illness other than mental health issues / Total number of employees → A smaller value indicates a better condition.	0.2%	0.2%	0.17%	0.15% or less
Presenteeism → A condition in which operational efficiency has been reduced due to a health problem	Average employee survey results (employees' demonstrated performance) using SPQ (Single-Item Presenteeism Question, the University of Tokyo single-item edition) → A smaller value indicates a better condition.	—	29.0%	27.9%	20.0%
Work engagement → A condition in which vitality, enthusiasm, and immersion are fully realized	Using the aggregate values from the New Brief Job Stress Questionnaire, the scores are converted to deviation values based on the national average (50.0). → Higher scores indicate a better condition.	46.1	46.2	46.9	50.0

Health indicators

Category	FY2021	FY2022	FY2023	FY2024	FY2025 target
Percentage of employees who received regular health checkups	100.0%	100.0%	100.0%	100.0%	Continued 100.0%
Percentage of employees who underwent a thorough examination after a regular health check	71.3%	59.0%	57.6%	65.1%	100.0%
Specific health check implementation rate	99.4%	99.5%	99.0%	97.6%*2	100.0%
Specific health guidance implementation rate	53.1%	57.8%	60.5%	59.1%*2	55%→60% (Updated target because it was achieved in FY2022)
Stress check response rate	95.2%	93.0%	91.9%	93.1%	95% or more
Smoking rate	24.8%	26.2%	24.3%	23.8%	15% or less
Exercises regularly*1 (Exercises for at least 30 minutes per session at least twice a week, for one year or more)	25.5%	20.6%	25.3%	26.1%	30% or more
Sufficiently rested through sleep*1	61.6%	62.5%	61.9%	61.5%	65% or more
Skips breakfast at least three times a week*1	17.4%	18.6%	18.8%	19.6%	10% or less
Drinks alcoholic beverages regularly*1 (approximately 180 ml or more per day)	11.7%	10.7%	9.3%	9.8%	10% or less
Obesity ratio	32.0%	30.7%	27.0%	35.5%	25% or less
Prevalence of employees showing irregularities in glucometabolic items	14.7%	14.2%	16.8%	15.5%	12% or less
Prevalence of employees showing irregularities in lipid items	29.3%	27.5%	25.5%	26.0%	25% or less
Prevalence of employees showing irregularities in blood pressure	8.9%	11.8%	13.0%	13.0%	8% or less

*1 Calculated based on health-check questionnaire forms for regular health checkups.

*2 Disclosed based on figures aggregated as of September 16, 2025.

Initiatives for In-House Dissemination

What is health management? How does it relate to us? Based on feedback from employees with such questions, we implemented initiatives to deepen understanding of health management issues within the Company. As a result of these efforts, internal awareness of health management increased from 12% (October 2022) to 74% (September 2023) and then to 79% (September 2024).

Message from the President

"Happy customers are created by happy employees!" With this as our health management slogan, the president sent a message to all employees, encouraging the entire company to work together to promote health management.

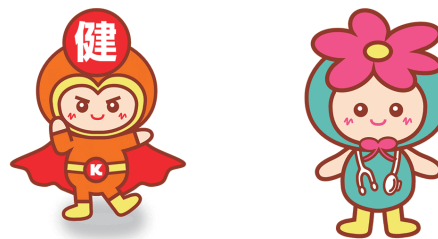
Regular information dissemination

Each month we publish the "Health & Management News" to provide employees with information on health management activities and as an effort to solicit ideas and opinions regarding these activities.

The internal medical office monthly newsletter "Hanaemi" is published under the concept of "Information when you need it, even if that time is not now," and includes close-to-home health information.

Call for character designs

An event was held in which employees designed a mascot character to serve as a symbol of promoting health management, and suggestions for its name were solicited within the Company.



Initiatives to Enhance Health Literacy

Informal discussion between management and employees

We regularly hold informal discussions on health management topics between members of management, including the President, and employees. Videos of the discussions are distributed throughout the Company in an effort to enhance employee health literacy.



Health checkups and efforts to stay healthy

Employees under the age of 40 undergo regular health checkups conducted by the Company, while those age 40 and above are referred to an outside medical institution for comprehensive health checkups, including screenings for cancer and other diseases, to facilitate early detection and treatment. In collaboration with the Suzuki Health Insurance Association, we also focus on dental health, and have put in place a system enabling employees to receive annual dental checkups. We also have in place a system to allow employee family members to undergo health checkups, ensuring that both employees and their families can lead healthy and fulfilling lives. Further, to assist employees in improving their lifestyle habits, we provide a visualization of their vegetable intake, and provide health guidance through everyday, practical dietary practices.

Prevention of health damage caused by working long hours

Interviews with an industrial physician are conducted for employees who work more than 80 hours of overtime in a month, in addition to which consultations are held for employees who work more than 60 hours of overtime in a month, both part of our efforts to facilitate early detection of mental health issues and prevent damage to employee health.

Specific health guidance*

The Health Insurance Association and medical offices at each business location collaborate to ensure that employees who were not able to receive specific health guidance during their comprehensive medical checkups at outside medical institutions can access such guidance within the Company.

* Based on the results of the specific health checkup, for those who are at high risk of developing lifestyle-related diseases and can expect significant preventive effects through lifestyle improvements, specialized staff (such as public health nurses and nurses) will provide support to help review and improve their lifestyle habits.

Mental health measures

We conduct mental health training to facilitate early detection of mental health issues and prevent their recurrence. To ensure employees do not try to deal with their issues alone, we have established a Mental Health Consultation Room (providing counseling by psychiatrists and clinical psychologists), and further, as an outside counseling service, we have also worked with an external specialist organization to put in place an employee assistance program (EAP service) which is available to both employees and their families.

Initiatives to promote habitual exercise

Athletes from the Suzuki Athlete Club travel to various offices to provide instruction in Suzuki Original Calisthenics, "Suzuki W-UP Gymnastics," and the correct way of walking and more.

Suzuki Original Calisthenics, "Suzuki W-UP Gymnastics," were devised by athletes of the Suzuki Athlete Club based on an internal survey.

As a result of these activities, employees' habitual exercise increased from 20.6% (in FY2022) to 26.1% (in FY2024).



Health support for women

We have established a health consultation service run by an obstetrician-gynecologist where female employees can easily go with questions about their own health, and where male employees can also turn for answers to questions about their partner's health, pregnancy and childbirth.

We are implementing e-learning on women's health issues for all employees, aiming to create a workplace where women can work comfortably.

Health management initiatives for employees assigned overseas

We conduct in-house health checkups and vaccinations for employees who are assigned overseas, and their families, both before their departure and after their return. We also recommend various types of vaccinations at Company expense based on the country or region to which the person will travel.

We have also created a system that allows employees assigned overseas to receive consultations and guidance from internal industrial physicians, public health nurses, and nurses via a website. In addition, the Company subscribes to a medical assistance service that provides hospital appointments, medical interpretation and cashless services using overseas travel insurance in the event of injury or illness to employees assigned overseas. We also provide information on the symptoms, prevention methods, and countermeasures for diseases prevalent in the countries or regions you travel to.

Initiatives to prevent secondhand smoking

We are subsidizing half of outpatient fees up to 10,000 yen for employees who are taking on the challenge of quitting smoking through health insurance associations.

As an initiative to prevent secondhand smoking, we have prohibited all indoor smoking, set up smoking areas (outdoor), and prescribed smoking times in an effort to improve working environments. Furthermore, every Friday has been designated as a company-wide No Smoking Day. To make this initiative more effective, a working group has been established to carry out activities to prevent passive smoking.

Welfare system connected to health management

Under the cafeteria plan (selective welfare system), one of the in-house welfare systems, we have prepared many items to support health and for work and family balancing, providing help for employees' needs.

* Purchasing childcare or nursing care services and supplies, using spouse health checkups, vaccination expenses, and using fitness or sports facilities, etc.

Initiatives to Promote Health Management in the Community

As part of efforts to contribute to community health, former Olympic athletes from the Suzuki Athlete Club have attended the Lake Sanaru Fureai Walk since 2024, an event sponsored by the local government, offering pre- and post-walk exercise and a class in the correct way to walk.



Japan Domestic sales distributors

Implementation of health management training

Sales distributors emphasize the maintenance and promotion of good employee health, and are advancing initiatives aimed at achieving “Health Management.” From time to time, they conduct health management training for employees, to increase overall employee health awareness and promote health management across the Company as a whole. To promote health management among their own clients (their sub-distributors), some distributors have also incorporated health management seminars as part of their conferences.



Suzuki Motor Sales Tokai Inc.
Dental and Oral Health Seminar
(In cooperation with Toyohashi City Public Health Center)



Suzuki Motor Sales Tottori Inc.
Nutrition Seminar



Suzuki Motor Sales Aomori Inc.
Seminars “Support for a Health and Productivity Management Outstanding Organization Certification” and “Support for Business Continuity Enhancement Plans”



Suzuki Motor Sales Minami Tokyo Inc.
Menstrual Pain Experience Training

Promotion of creating workplace environments that are easy to work in.

Sales distributors emphasize the maintenance and promotion of employees' good health, and strive to create workplace environments that are easy to work in. A total of 27 sales distributors have been recognized as 2025 KENKO Investment for Health (KIH) Outstanding Organization (Large Enterprise Category) as part of the Certified KIH Outstanding Organizations Recognition Program* operated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

* Certified KENKO Investment for Health (KIH) Outstanding Organizations Recognition Program: A system to award companies, including large corporations and small and medium-sized enterprises, that practice particularly outstanding health management based on initiatives that meet local health issues and health promotion efforts promoted by the Nippon Kenko Kaigi.

■ Suzuki sales distributors recognized as 2025 KIH Outstanding Organization (Large Enterprise Category)

Suzuki Motor Sales Hokkaido Inc.	Suzuki Motor Sales Nagano Inc.
Suzuki Motor Sales Aomori Inc.	Suzuki Motor Sales Chubu Inc.
Suzuki Motor Sales Yamagata Inc.	Suzuki Motor Sales Tokai Inc.
Suzuki Motor Sales Fukushima Inc.	Suzuki Motor Sales Kyoto Inc.
Suzuki Motor Sales Ibaraki Inc.	Suzuki Motor Sales Kansai Inc.
Suzuki Motor Sales Gunma Inc.	Suzuki Motor Sales Hyogo Inc.
Suzuki Motor Sales Kanto Inc.	Suzuki Motor Sales Tottori Inc.
Suzuki Motor Sales Saitama Inc.	Suzuki Motor Sales Hiroshima Inc.
Suzuki Motor Sales Nishisaitama Inc.	Suzuki Motor Sales Fukuoka Inc.
Suzuki Motor Sales Chiba Inc.	Suzuki Motor Sales Saga Inc.
Suzuki Motor Sales Keiyo Inc.	Suzuki Motor Sales Kumamoto Inc.
Suzuki Motor Sales Tokyo Inc.	Suzuki Motor Sales Kagoshima Inc.
Suzuki Motor Sales Syonan Inc.	Suzuki Motor Sales Okinawa Inc.
Suzuki Motor Sales Hokuriku Inc.	

India

Suzuki Motorcycle India Private Limited

Setting up an OPD Clinic with an ambulance

Suzuki Motorcycle India Private Limited (SMIPL) in association with a renowned NGO has set up an OPD Clinic dispensary that includes a Medical Ambulance at Narsingpur Village, Gurgaon. Thorough this initiative, SMIPL is providing a free integrated healthcare service to the low-income population in six nearby villages through OPD and health camps ensuring better access to preventive health care. This is creating awareness regarding health and hygiene, nutrition, women and child health care, water-borne diseases, maternal health care etc., and facilitates TPA- i.e. Test, Prevent and Aware for eradication of anaemia.

Setting up new eye centre and support for eye surgeries:

In continuation of its efforts towards eye care support, SMIPL has provided eye care equipment for a new eye care center in Narsingpur Village, Gurgaon in collaboration with an NGO. This center provides comprehensive eye examination services, diagnosis and treatment of refractive errors, glaucoma, corneal blindness, etc., for low-income patients. The initiative also provides free cataract and other eye surgeries to low-income patients from low-income communities.

India

Maruti Suzuki India Limited

Quality health care services have been provided to the local community covering around 400 villages through Zydus Sitapur Hospital, in the Sitapur region (Gujarat State). These services were set up under a CSR project. A total of 12,293 patients were treated from April 2024 to March 2025.

India

Suzuki Motor Gujarat Private Limited

Mobile Health Unit (MHU):

Since 2017, free consultations and medicines have been provided to 16 nearby villages through the MHU. The team, consisting of an MBBS doctor, pharmacist, project coordinator, and driver, visits each village once a week. They also spread awareness and educate villagers on preventing diseases like HIV/AIDS, TB, dengue, and malaria on a regular basis. In FY2024, they treated 12,512 patients, including 3,392 new patients and continued support to 9,120 follow-up patients.

Multi-Speciality Health Check-up Camps:

These camps, which have been organized in 23 villages since 2019, feature pediatricians, dermatologists, general physicians, ENT specialists, orthopedists, ophthalmologists, opticians, and gynecologists. Free medicines and spectacles are distributed to needy patients. In FY2024, 2,143 patients received 5,099 treatments in 18 villages.

Support for Nutrition Awareness and Empower Health of Women and Children (SNEH) Project:

This project aims to enhance healthcare accessibility, promote preventive care, and empower women and children through comprehensive healthcare services, education, and awareness initiatives in targeted rural villages. In FY2024, a total of 9,951 women, adolescent girls, and children from 9 villages benefited.

Social Welfare Awareness Scheme (SWAS) Project:

This project raised awareness and facilitated access to various government welfare schemes for people from 18 nearby villages. In FY2024, 2,291 villagers benefited through these activities.

Philippines

Suzuki Philippines Inc.

Suzuki Medical Mission 2024: "A Gift of Good Health"

Suzuki Philippines Inc. (SPI) conducted its first medical mission in Brgy. Canlubang, Calamba City, as part of its ESG initiative to promote community health and well-being. Responding to the barangay's need for accessible healthcare, the mission offered free consultations from general physicians, pediatricians, and an optometrist, along with the distribution of over 10,000 medicines, supplements, and 52 eyeglasses. Health kits, tokens, and meals were also provided to the 322 residents who took advantage of the services. A Job Fair was simultaneously held, attracting 63 applicants from Laguna, helping Suzuki build a local manpower pool while supporting youth employment and economic growth in the community.

Suzuki Blood Letting Program : "Lend Blood, Lend Life"

SPI held its annual blood donation program on October 5, 2024. For the first time, the initiative was opened to non-Suzuki employees, including their families, friends, and employees from nearby locators within Carmelray Industrial Park I in Calamba, Laguna. The Suzuki Riders Club also participated to help boost donor turnout. A total of 86 individuals selflessly donated blood, contributing to a life-saving cause and expanding the program's impact to benefit more patients in need. In relation to the above, SPI received a Gabriela Silang Award from the Philippine Blood Center during "Dugong Bayani Award" on October 10, 2024. The ceremony was held at the Midas Hotel in Pasay, Manila. Said award is given to their partners who conducted mobile blood donation activities and made between 100 and 199 donations from 2020 to 2023.

Additionally, on November 18, Suzuki donated 400 quadrivalent flu vaccines to the Calamba City Health Office to help protect residents during the influenza season.

Indonesia

PT Suzuki Indomobil Motor

The Company held a health seminar on stunted growth in the Central Cikarang District in September 2024 and donated medical tools and a refrigerator. It also donated medical equipment, an ambulance stretcher and sign boards for residents in the Cikarang area (Cicau village) in February 2025.

External Evaluation

2025 Hamamatsu Wellness Award

In recognition of our contribution to promoting the Hamamatsu Wellness Project, aimed at realizing a preventive and health-focused city by the city of Hamamatsu, and as a model project and initiative for other companies and organizations, Suzuki received the Excellence Award in the health management category at the 2024 Hamamatsu Wellness Awards.

In addition, the Suzuki Athlete Club's efforts in the community were recognized, and it received the Encouragement Award in the Citizen Health and Happiness category.

Stable Labor-Management Relations

- ▼ Labor-Management Relations
- ▼ Wages
- ▼ President's Workplace Dialogue
- ▼ Welfare and Benefits

Labor-Management Relations

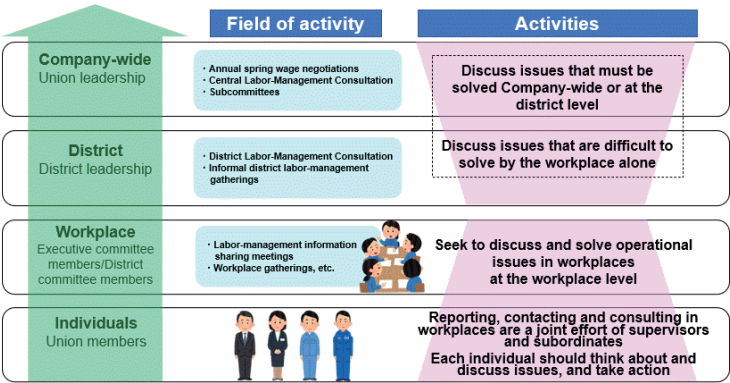
Suzuki has built a mutual trust and a good relationship with the Suzuki Labor Union, which represents Suzuki employees. The number of labor union members is 17,592 as of the end of FY2024, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

Transformation in the negotiation style from 2022 onwards

Labor-management negotiations had primarily been held once a year in spring, the Shunto labor-management wage negotiation. The main topic at Shunto was largely on salary raises and bonuses; however, information exchange and discussion about other issues between employees and management was limited, and the exchange of opinions was only a formality. Given this situation, to enliven communication between managers and their teammates at each workplace, the core site of labor-management trust, we tried holding debates at each level, and at the 2022 spring management-labor negotiations, we conducted measures to realize this. These efforts will continue from 2023 as well.

Activities during Shunto labor-management wage negotiations

Suzuki made negotiations “a place of dialogue,” in which the Company conveys its initiatives for the future, and shares with the union the issues that should be addressed in relation to those measures, with both sides aligning their positions while discussing ways to reach solutions. Based on the belief that it would be effective for not only union members, but also managers to work together on labor-management negotiations, all managers participate in the negotiations online, and the president also delivers a message to all managers.



Continuous activities after labor-management negotiations

Communication is enhanced by holding regular informal labor-management gatherings at the division level to make them address issues of their own workplace by themselves first. Issues that are difficult to solve by the workplace alone are discussed continuously in District Labor-Management Consultation and Central Labor-Management Consultation meetings held monthly until the Shunto labor-management wage negotiations in March. This process aims to make the annual spring wage negotiations the capstone of labor-management discussions.

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

Conducting union member attitude survey

The Suzuki Labor Union, which represents Suzuki employees, conducts an attitude survey of all union members in collaboration with the Federation of Suzuki Automobile Workers' Unions (a federation of Suzuki-related labor unions whose members are Suzuki Group labor unions). This survey has been conducted every year since 2018 in order to create a better company and workplace by grasping the strengths and weaknesses of the Suzuki Group as a whole from an inside perspective. Issues identified through the survey results are reported to union members and incorporated into union activities. Concurrently, labor and management share the issues, which are put to good use in joint labor-management activities to solve workplace issues, thereby maintaining a stable labor-management relationship.

Summary of 2024 survey results

Survey Target:	All union members
Survey Period:	June 2024
Response Rate:	Valid response rate 77.6%
Survey Categories:	1. Strategy & Organizational Culture 2. Management 3. Communication & Motivation 4. Working Environment 5. Union Activities

Building a stable relationship with the labor unions in the Suzuki Group

The Suzuki Group has 122 member companies (manufacturers, non-manufacturers, sales distributors) in Japan and abroad. It is our hope that those 122 member companies are individually trusted by the local residents, society, and customers.

At Suzuki, we hold seminars for union officials and staff at human capital departments from overseas Group companies to make them understand the importance of trusting relationships and smooth communication between labor and management, as well as the need for a fair and equal personnel management system, etc. We also work with the Suzuki Union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work environment which allows our approximately 70,000 employees in 122 companies to work with creativity and enthusiasm, and to maintain a stable labor-management relationship.

India

Maruti Suzuki India Limited

The Company strives to ensure stable and cordial industrial relations through effective communication, participation of employees in important decisions, and various employee welfare programmes. Regular two-way communication, led by the MD & CEO, with employees across various levels keeps them informed on the overall business scenario and provides them with a strong platform to exchange views.

Engagement with Unions and Shop Floor Employees	
Engagement Channel	Frequency
Meeting of Managing Director with union representatives	Monthly
Meetings of Production and HR Senior Management with union representatives	
Meetings of Production and HR functions with union representatives	
Interactions of Production and HR functions with shop floor employees	Ongoing basis
Dedicated grievance redressal helpdesk 'Samadhan' for shop floor employees	Weekly

Freedom of Association and Collective Bargaining

The Company respects freedom of association and promotes collective bargaining. There are a total of three workers' unions. The Company allows collective bargaining and actively collaborates with all the unions. During the year, elections to elect workforce union representatives at the powertrain manufacturing facility at Manesar were conducted in a smooth manner.

Long-Term Wage settlement

The wage settlement for blue-collared workers of the Company, which is effective for a period of 3 years from April 2024 to March 2027, was concluded. The agreement was jointly signed and concluded by the management of Maruti Suzuki India Limited (MSIL) and the three representative unions, comprising Maruti Udyog Kamgar Union, Maruti Suzuki Workers Union, and Maruti Suzuki Powertrain Employees Union. As per the terms of the settlement, there will be an increment in monthly salaries for all blue-collared workers of the Company spread over a period of 3 years, ensuring a substantial uplift in the overall remuneration. In addition, there are enhancements to the existing welfare, social security and other benefits. Even for its non-regular workers, the Company undertook a comprehensive revision of its wage and welfare policies.



Compensation

The Company offers industry-leading benefits with the average compensation being higher than the industry benchmark. The Company's compensation policies are gender-neutral. To improve productivity and help achieve business goals, the Company also put in place a structured performance-based incentive pay structure that covers all categories of workforce.

Employee Welfare

The Company values its employees, who are considered to be an essential part of its progress. The Company contributes 1% of the previous year's Profit After Tax to a fund exclusively earmarked for employee welfare. The fund is used to provide welfare measures, such as housing loan subsidies, educational support for employees' children, developing common infrastructure facilities in employee housing projects, and to provide social security measures, such as post-retirement medical benefits for employees as well as their spouses. At the housing project being undertaken in Dharuhera, Haryana, 289 houses have been delivered to employees.

Capability Upgradation and Career Development

The Company has been partnering with various academic institutions to provide access higher education programmes to its employees. Under this programme, the shopfloor workers are eligible to participate in 3-year diploma programmes. Eligible employees who complete the higher education programme are considered for promotions to take up higher responsibilities.

Course	Course taken by	Number of employees benefitted so far under higher education programmes offered by the Company
Diploma programme (Mechanical)	Workers	780

Blue-collared workers learning visit to SMC, Japan

The Company, in its continuous endeavour to enhance the capabilities of its shop floor workers, has instituted a progressive learning visit policy. This policy is designed to provide valuable exposure and skill development opportunities by facilitating visits to Suzuki Motor Corporation (SMC) in Japan. The initiative underscores our commitment to investing in its human capital, ensuring that workers are equipped with the latest industry insights and best practices. The policy has successfully been rolled out in the current financial year.



Multi-layered Connect

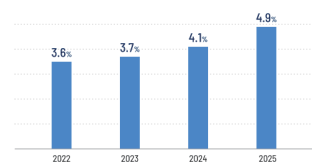
For larger connect and welfare of employees' families, the Company has a calendar of events, which includes expert career counselling for employees' children, a gala family day, and plant visits for family members. To engage with the families of employees, communication done through an in-house magazine and MD & CEO messages on special occasions play an important role.



Gender Diversity and Inclusion

The Company promotes gender diversity and provides equal opportunity to all. Various welfare measures are taken to support and encourage female employees. The Company is increasingly deploying women on the production shopfloor. This initiative assumes greater significance given the limited availability of a female workforce in the country, especially in the skills that are required for performing production operations. Over the past few years, the Company has taken measures to train women on the shopfloor-specific skillsets. The Company is targeting to achieve a minimum of 20% representation of women among total new hires in FY2025-26 for regular employees.

■ Gender Diversity Trend at MSIL
(% of Female Employees in Total Regular Employees)



Grievance Redressal Mechanism

To address any grievances reported by its workforce, including the temporary workforce, the Company has a well-structured grievance redressal mechanism in place. Periodic grievance redressal camps are organised to address their issues.

Awards and Recognition

Maruti Suzuki has been recognised at the Economic Times (ET) HRWorld EX Awards under the Large-Scale Enterprise Category for Exceptional Employee Experience. Also, the Company has been recognized at the ET Human Capital Awards 2025 under the Automobile Industry Category for 'Excellence in Creating a Culture of Continuous Learning and Upskilling'.

Wages

Through mutual trust, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to meet these conditions, stable development of the Company is essential. When negotiating salaries, bonuses, labor hours, etc., as distributions of the results of corporate activities, we share the same direction of trying to develop the Company in a stable manner while having discussions from the standpoints of the Company and the labor union.

In addition, labor and management conclude an agreement to guarantee minimum wages annually.

President's Workplace Dialogue

To facilitate smooth communication among supervisors, subordinates, colleagues, and departments, and to create an environment where problems can be easily reported, communicated, and discussed, since 2021, workplace dialogues led by the president have been conducted for all divisions, with each workplace participating (target: 29 divisions, 40 workplaces). In these dialogues, the president personally conveys his thoughts directly to employees, and employees share their daily concerns and opinions, engaging in open conversation. Especially for younger and mid-career employees, this provides an opportunity to express their thoughts directly to the president in their own words. Additionally, by sharing excerpts of these workplace dialogues on the Company's internal website, all employees are kept informed, which not only makes the dialogues more active but also helps boost employee motivation and align everyone's direction within the Company.

Welfare and Benefits

Dormitory for single employees and housing

Suzuki has a dormitory for single employees who join the Company from distant areas. Depending on the region, there is also company housing for employees working at domestic offices (including those on secondment).

Company-subsidized housing

Suzuki also has subsidized housing where the Company rents ordinary homes for employees as a dormitory or company housing for employees (including those on secondment) working at domestic offices or sales distributors in regions where there is no dormitory or company housing.

Sports facilities

Suzuki has established gym facilities that are provided to employees to improve their health, boost their physical condition, or spend their leisure time.

Employee cafeterias and food trucks

In addition to the employee cafeteria during lunchtime, food trucks also operate on the Company premises on certain days of the week. Not only do they offer café menu items such as crepes, shaved ice, sweets, and drinks, but they also serve lunch options like hamburgers, plate lunches, and soups. On sunny days, you can enjoy your meal on the benches in the lawn area. On January 15, 2024 we began providing vegetarian Indian food at our employee cafeteria at the head office. The food is prepared by a company offering restaurant business in Hamamatsu City, and the flavors were codeveloped by Suzuki's employees from India to align with Indian tastes. At sites other than head office, the food is available by reservation. Since there are many requests to open kitchen cars from locations other than the headquarters, we are expanding openings to other sites such as factories.



Display ingredient labels taking into consideration employees with foreign nationalities or those who refrain from eating for religious reasons.

Asset accumulation savings program

Suzuki has an asset building savings program for the purpose of encouraging employees to save, and any employee under the age of 55 can take part (with the three types of assets: general assets, annuity assets, and housing assets).

Employee vehicle or family vehicle purchase program

This is a program that enables employees or a member of their family (a spouse or child of an employee) to receive a predefined discount upon purchase of a (new Suzuki) vehicle (some models are excluded). The program also enables funding if purchase funds are needed.

Employee stock purchase plan

The employee stock purchase plan is a program where a certain amount of money is deducted from monthly pay to buy Company stock regularly. Employees can acquire stock easily in proportion to their monthly contribution and the Company also provides an incentive for the contribution to support employees’ asset building. Employees hold stock in their own company, so when the Company’s results improve, the stock price goes up and as a result their own asset value increases. For this reason, the program can be expected to raise employee motivation and also foster an awareness of participating in management.

Suzuki has raised the incentive grant rate for its employee shareholders’ association from the previous 5.6% to 100% (maximum incentive of 10,000 yen) as part of its human capital investment initiatives since April 2023. By making the program attractive and easy to join, even more employees are participating in the stock ownership association, which supports asset formation and raises their sense of participation in management.

Annual	After change		Before change	
	Salary	Bonus	Salary	Bonus
Maximum amount of accumulated funds eligible for incentive payment	120,000 Yen (10,000 Yen/month)	-	600,000 Yen (50,000 Yen/month)	400,000 Yen (200,000 Yen × 2)
Maximum annual incentive amount	120,000 Yen	-	33,600 Yen	22,400 Yen

Selective welfare system (Cafeteria plan)

To ensure benefits are received fairly by employees regardless of worksite or environment and to broadly support the preferences of individual employees in their diversity, employees can freely select from a benefits menu set up by the Company (work-life balance support, health support, skill level support, leisure time support, and lifestyle support, etc.) and can receive this assistance up to the number of points that have been received (cafeteria points).

カフeteriaポイントを利用して補助を受けることができるメニュー（一例）

両立支援

育児施設代、保育料、育児用品代、介護施設代、介護用品代、等

健康支援

フィットネススクラブ利用料、ゴルフプレー代、人間ドック利用補助、等

スズキグループ制度

生協での商品購入、スズキビジネス関連費補助、食室利用補助、等

能力支援

自己啓発書籍・語学学習本購入、語学スクール費用、等

余暇支援

映画、コンサート、スポーツ観戦、遊園地、国内外旅行代、等

生活支援

借家の賃貸家賃、住宅ローン費用、ビジネス旅費(スーツ等)購入補助、等

Benefit station

The Company has established a menu of services (travel, leisure, fine dining, sports, shopping, educational courses, etc.) that can be used without limit at preferred member prices. Moreover, points from the menu recognized under the cafeteria plan can be combined with this service and used together.



Uniform renewal

We are updating our uniforms (jackets, pants, and hats), which have been in use since 1986, for the first time in 39 years.

In response to the growing demand for diversity, we have incorporated feedback from employees regarding the color, design, and durability of the uniforms. The new design, inspired by our Mission Statement of being a "refreshing and innovative company," aims to improve both work efficiency and safety.



Establishing a Robust Supply Chain

- ▼ Procurement Philosophy and Policy

▼ Promotion Structure

▼ Promoting Sustainable Transactions

▼ Communication with Suppliers

▼ Awareness Activities for Employees and Suppliers Regarding Human Rights and Environmental Issues in the Supply Chain

▼ Participation in Outside Associations, etc.

Suzuki believes that its role is to cooperate on an equal footing with suppliers, and to build a relationship where all can prosper together to “Develop products of superior value by focusing on the customer,” which is the first item in our Mission Statement. Those business partners are selected through a fair and equitable procedure based on the six principles of quality, cost, delivery deadline, technical development capabilities, risk management, and past track record as well as efforts to fulfill corporate social responsibilities such as environmental and human rights.

Procurement Philosophy and Policy

We strive to conduct fair and equitable transactions by providing a wide range of opportunities for entry regardless of company size, transaction record, nationality or region, and are committed to procurement activities in line with our philosophy and principles, aiming for co-existence and shared prosperity with suppliers.

Based on the Suzuki CSR Guidelines for Suppliers and Declaration of Partnership Building, Suzuki will proactively promote in its supply chain respect for human rights, elimination of substances of concern and appropriate transactions, in order to contribute to the realization of a sustainable society.

Suzuki CSR Guidelines for Suppliers

Stakeholders including business partners of Suzuki are becoming more multinational and diversified as our business activities are developed globally. Therefore, we are expected to fulfill social responsibilities with due consideration for other cultures and histories, in addition to following laws and ordinances, and the social norms of each country. Based on such social demand, we compiled the basic concept and practices of social responsibilities that we should accomplish with our business partners as Suzuki CSR Guidelines for Suppliers. Upon making procurement throughout the Suzuki Group, we ask our business partners to comply with the guidelines. We kindly request our business partners to understand the purpose and cooperate with us to promote CSR activities together.

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

Efforts to maintain workable guidelines

- (1) In the basic principles of the Basic Purchase Agreement that we conclude with our business partners, we state clearly that “both we and our suppliers shall recognize our social responsibilities in civic society and comply with relevant laws and regulations, both in Japan and overseas,” and strive to conform to social norms.
- (2) Once a year the Procurement Policy Presentation is held for Suzuki suppliers and we ask them to strengthen their response to human rights in the supply chain (improving benefits for foreign nationals, inspecting the supply chain to check on whether they are using minerals related to human rights, etc.), realizing carbon neutrality, avoiding use of substances of concern, etc., and for thorough compliance. With regard to human rights in particular, we hold separate training for suppliers and those in charge of procurement and strive to promote understanding by sharing the latest information.
- (3) Efforts are made in understanding the environmental conservation initiatives of our business partners by conducting research on greenhouse gas CO2 emissions and water consumption once a year.
- (4) In the case of any compliance issues or doubts regarding transactions with Group companies, we work to resolve them through the use of our whistleblowing hotlines (Suzuki Group Risk Management Hotline and those run by third-party organizations) for consultations.
- (5) Quality audits are held periodically (frequency based on rank in quality) under the Supplier Quality Assurance Manual that compiles Suzuki’s basic policy, activities and requests for quality assurance.

Suzuki Green Procurement Guideline

Please refer to "Chemical Substances" for our initiatives for promotion of green procurement.

Note: Suzuki Green Procurement Guideline
https://www.globaisuzuki.com/corporate/environmental/green_policy/

Declaration of Partnership Building

Suzuki has established the Declaration of Partnership Building to build new partnerships with its suppliers. We will comply with transaction practices (Promotion Standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) that are preferable to subcontracting business partners and will work to cooperate with supply chain business partners and business operators working to create value while promoting co-existence and mutual prosperity.

This Declaration of Partnership Building is posted on the Partnership Building Declaration Portal.

Based on this Declaration of Partnership Building, Suzuki is:



- ④ Strengthening cooperative relationships with our business partners, whom we regard as important counterparts, to create new value in diverse areas such as development, manufacturing, quality, and strengthening price competitiveness.
- ④ Working to improve our transaction practices in compliance with the Subcontract Act and the Promotion Standards of the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises.
- ④ Working to increase opportunities for information exchange with our business partners to learn about product (and parts) delivery problems, financing concerns, and other issues, and take sincere measures to resolve them promptly.

Through these measures, we will work to raise added value on the entire supply chain.

Promotion Structure

Building stronger partnerships of reliability with suppliers advances stable and sustainable procurement, and for that reason, the Procurement Strategy Vertical chooses suppliers and engages in procurement activities based on rules and procurement policies. Among those, for issues such as respect for human rights in the supply chain and preventing environmental destruction, associated departments such as the Sustainability Promotion Group, Product Environmental Affairs Promotion Group and Procurement Strategy Vertical and overseas sites collaborate closely and share information, which is used as a base to respond. These activities are periodically reported to the Executive Committee and important projects are submitted to the Board of Directors for decision-making.

Promoting Sustainable Transactions

Sustainable relationships

In creating trusting relationships with our suppliers, we aim to establish sustainable relationships. For that purpose, we regard mutual communication as the most important factor, and make efforts for mutual understanding by holding the Procurement Policy Presentation once a year to enable our suppliers to share and understand Suzuki's policy, product and production plans, as well as to inform them of our procurement policy based on those plans.

Also, we share ideas not only between top and middle management, but also among management and individuals responsible for daily business operations.

Global procurement

We will accelerate global procurement activities by working with worldwide production sites. Previously, procurement activities were carried out mainly at individual production sites, but we have shifted to an approach with a greater global basis to obtain the most suitable parts at competitive prices. That benefits not only Suzuki, but also our business partners who can stably receive orders and accumulate various technologies. By sharing those merits, we can build relationships with even greater trust.

Business continuity plan efforts

In addition to seismic reinforcement of individual office buildings, we have produced a business continuity plan (BCP). We regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to the local community, business partners, and customers. We recommend disaster measures such as seismic reinforcement to our partners located in areas that are likely to experience heavy damage. We are tackling such initiatives together with our business partners for their early recovery if they should fall victim to such a disaster.

Sustainable procurement

Based on the recognition that earning the trust of society is essential for the sustainable growth and development of the Suzuki Group, we aim not only to comply with laws, regulations, and internal rules, but also to conduct activities based on high ethical standards. In the supply chain, we will promote compliance with laws and regulations, respect for human rights, and environmental conservation, and promote procurement activities that take corporate social responsibility into consideration.

Responsible raw materials and mineral sourcing of Suzuki Group

The Suzuki Group recognizes that mining of minerals (tin, tantalum, tungsten, gold, cobalt, lithium, nickel, natural graphite, etc.) in conflict-affected or high-risk areas may cause social problems of human rights violations such as child labor and forced labor, as well as environmental destructions and aims to avoid the use of minerals and raw materials that cause these problems when there is concern.

In addition, in conducting a survey of the supply chain of these minerals, the Suzuki Group refers to the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" stipulated by the Organization for Economic Co-operation and Development (OECD) and uses a questionnaire provided by the Responsible Mineral Initiative (RMI). The Suzuki Group uses "Conflict Minerals Reporting Template (CMRT)" and "Extended Minerals Reporting Template (EMRT)" to conduct due diligence continuously, and if the Suzuki Group finds a problem, we will take the necessary steps to improve it.

In the above activities, the Suzuki Group will cooperate with our customers, suppliers, industrial associations, and other stakeholders and strive to disclose information.

Activities to support suppliers

We hold regular information exchange meetings with our local cooperating suppliers to share production plan forecasts and requests to reduce the impact on management caused by fluctuations in production volume. In addition, we conduct workshops on technical issues in collaboration with the Hamamatsu Agency for Innovation's Next-generation Vehicle Center Hamamatsu with the aim of strengthening the competitiveness of the supply chain.

Request for cooperation in continuously reducing risk

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

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

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

Measures against violation of laws and regulations

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

Communication with Suppliers

Communication and briefing sessions with suppliers

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

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

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

Please refer to Chemical Substances for details on IMDS.

Awareness Activities for Employees and Suppliers Regarding Human Rights and Environmental Issues in the Supply Chain

Each year, the Executive General Manager of Procurement Strategy Vertical holds a briefing on procurement policy in the Procurement Policy Presentation for suppliers. During the briefing, suppliers are asked to understand the importance of human rights and environmental issues based on the Suzuki CSR Guidelines for Suppliers, and are requested to disseminate the guidelines through their own companies' supply chains.

In addition, for managers in charge of procurement and suppliers we also hold workshops mainly related to foreign technical intern trainees and responsible procurement of conflict minerals and battery materials, and strive to raise awareness of human rights due diligence.

In addition, to ensure compliance with the Subcontract Act and the Antimonopoly Act and to promote fair transactions with our suppliers, we launched e-learning programs in fiscal 2023 not only for the procurement department but also for all employees involved in payments. The total number of participants within the Company exceeded 4,000.

Establishment of whistleblowing and consultation system

We have established a whistleblowing and consultation system that is available not only to employees and Group companies, but also to suppliers to obtain information on violations of laws or regulations in the supply chain, and to take corrective measures when problems are discovered. This whistleblowing and consultation system is posted together with the Suzuki CSR Guidelines for Suppliers on the information sharing system joining suppliers and Suzuki, and can be easily accessible for our suppliers.

Participation in Outside Associations, etc.

As a member of the Japan Automobile Manufacturers Association, Suzuki joins other manufacturers to take part in meetings such as the Supply Chain Committee to discuss issues such as strengthening supply chain infrastructure and improving competitiveness in the automobile industry. Currently, the participating companies are addressing issues such as trade optimization, achieving carbon neutrality, and human rights due diligence, and these policies are reflected in Suzuki's business activities.

Suzuki, with its procurement policies and measures related to them, is working from the standpoint of being a member of the Japan Automobile Manufacturers Association for the development of the industry, and in turn the resolution of social issues.



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Dialogue with Shareholders

Basic Policy on Corporate Governance

Through fair and efficient corporate activities, Suzuki aims to earn the trust of our shareholders, customers, suppliers, local communities, employees, and other stakeholders, and to make further 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.

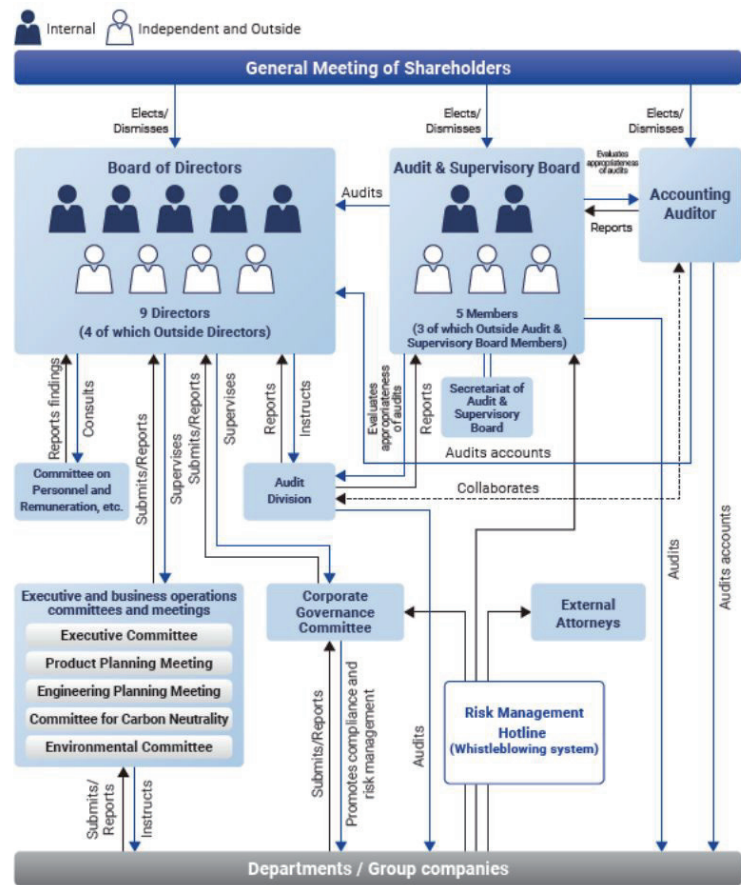
Corporate Governance Report
<https://www.globalsuzuki.com/ir/library/governance/pdf/report.pdf>

Outline of the Corporate Governance System

Suzuki is a company with an audit and 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 of 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.

■ Corporate Governance Framework



[Corporate Governance](#) | [Risk Management](#) | [Compliance](#) | [Privacy](#) | [Information Security](#) | [Intellectual Property](#)

■Corporate Governance Initiatives

	Until 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	(FY) From 2025
Mid-Term Management Plan	Mid-term management targets	Mid-Term Management Plan “SUZUKI NEXT 100”						Mid-Term Management Plan “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)”				Mid-Term Management Plan “By Your Side”

Directors					
Term	Term for Directors since 2002: 1 year				
Supervision/ execution	Introduced a managing officer system in 2006 (number of Directors decreased from 29 to 14)				
Number of members	Since June 2013: 9	8	9	8	9
Number of Outside Directors	Since June 2012: 2		3		4
Number of female Directors			1		2
Audit & Supervisory Board Members					
Number of members	Since 2001: 5				
Number of outside members	Since 2001: 3				

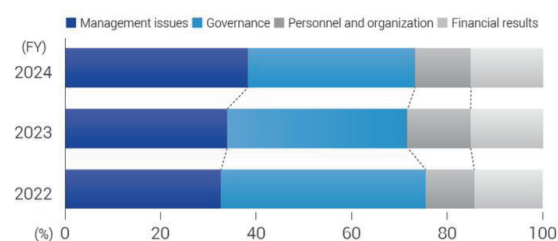
Board of Directors

The Company adopted a Managing Officer system in 2006 with the aim of speeding up decision-making at the Board of Directors, executing business flexibly and clarifying accountability, and has made progress in slimming the composition of the Board of Directors. 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.

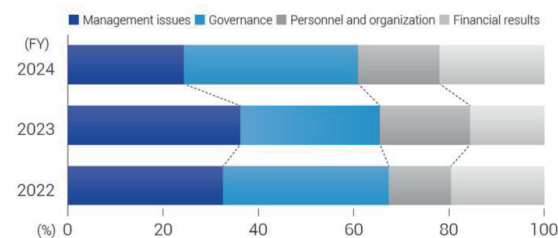
In principle, the Board of Directors meets once a month and also as needed. It works to strengthen supervision by making decisions on basic management policies, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters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

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

■Composition of Matters to be Resolved and Matters to Be Discussed at Board of Directors Meetings



■Composition of Matters Reported in Board of Directors Meetings



Note:
There has been an increase in the number of matters to be discussed for various strategies aimed at formulating the Mid-Term Management Plan with Outside Directors.

■Agenda Items at Board of Directors Meetings (Examples)

	Matters resolved/discussed	Matters reported
Management issues	<ul style="list-style-type: none"> Strategies related to formulation of the mid-term management plan Formulation of the mid-term management plan Sustainability initiatives 	<ul style="list-style-type: none"> Agenda items set by the Board of Directors aimed at formulating the mid-term management plan Clarification of structure of executive and business operations committees, and matters to be discussed
Corporate governance, internal control	<ul style="list-style-type: none"> Evaluation of the effectiveness of the Board of Directors Policies to reduce crossshareholdings in the future Disclosure of nonfinancial information Internal audit plans 	<ul style="list-style-type: none"> Report on internal audit results Investment in human capital Intellectual property governance Information security Internal controls for financial reporting

Evaluation of the effectiveness of the Board of Directors

The Company conducts an annual analysis and evaluation to improve the effectiveness of the Board of Directors. An outline of the FY2024 analysis and evaluation is as follows.

Method of analysis and evaluation (conducted February-June 2025)

In February 2025, we announced the Mid-Term Management Plan "By Your Side", which embodies our growth strategy for FY2030.

The Board of Directors conducted analysis and evaluation to further enhance its effectiveness, including identifying agenda items to deliberate on, such as those necessary for the Board to accurately supervise the progress of the Mid-Term Management Plan, and other matters requiring deliberation by the Board, as well as measures to enhance deliberations and a review of initiatives undertaken in FY2023.

- Board of Directors secretariat interviews with all Directors and Audit & Supervisory Board Members
- Future initiatives discussed by the execution side mainly based on the opinions of Outside Directors and Outside Audit & Supervisory Board Members
- Future initiatives deliberated on and confirmed by the Board of Directors

Outline of results

The Company believes that receiving valuable insights and opinions from Outside Directors and Outside Audit & Supervisory Board Members is essential to the effectiveness of its Board of Directors, and actively provides them with information and opportunities to deepen their understanding of the Company's management and operations, such as voluntary attendance at meetings other than Board of Directors meetings, provision of materials and minutes, factory inspections and exchanges of views with Directors of Maruti Suzuki India Limited (a Suzuki subsidiary in India, one of the Suzuki Group's main markets).

In evaluating the effectiveness of the Board of Directors, we identified issues mainly based on the findings of Outside Directors and Outside Audit & Supervisory Board Members, and determined initiatives for FY2025 accordingly. We will continue to strive to further improve the effectiveness of the Board of Directors.

Examples of issues

- Setting annual agenda items based on the findings of Outside Directors and Outside Audit & Supervisory Board Members
- Providing information that can be used as a source of discussion and judgment, such as external conditions and trends
- Appropriate reporting of progress regarding the Board of Directors' findings
- Organizing agenda items to be submitted to the Board of Directors from the executive and business operations committees, etc.

[Ref.] Issues from the FY2023 (Previous) Analysis and Evaluation, and Results of Initiatives in FY2024

Examples of issues

- Enhancing deliberations on various strategies for formulating the mid-term management Plan
- Agenda management from submission to executive and business operations committees, etc. to submission to the Board of Directors
- Feedback on the status of responses to findings raised at Board of Directors meetings

Results of initiatives

(Opinions of Outside Directors and Outside Audit & Supervisory Board Members in the FY2024 evaluation and analysis)

- The agenda is more focused on matters related to growth strategy and organizational reform.
- Greater emphasis placed on free discussion with Outside Directors and Outside Audit & Supervisory Board Members due to the chair's efforts.
- Being able to participate in other meetings aside from Board of Directors meetings has given members a more multifaceted understanding of the issues facing Suzuki and the current progress of the Board of Directors, as well as smooth understanding of discussions at Board of Directors meetings.

Ongoing issues
(Opinions of Outside Directors and Outside Audit & Supervisory Board Members in the FY2024 evaluation and analysis)

Improved feedback on progress and results of measures discussed at Board of Directors meetings, progress reports on findings, etc.

Audit & Supervisory Board

The Audit & Supervisory Board aims to establish a high-quality corporate governance system in collaboration with the Board of Directors; one that responds to public trust and ensures sound and sustained growth for the Company and its Group companies, and creates medium- to long-term corporate value. As a stand-alone body, it conducts audits to ensure proper management and offers appropriate opinions to the management team.

Structure and procedures of the Audit & Supervisory Board

The Audit & Supervisory Board consists of five members: two full-time Audit & Supervisory Board Members with business experience, and three Outside Audit & Supervisory Board Members with advanced expertise and extensive experience in areas such as finance, accounting, technology, and legal affairs. Their audits are conducted from a variety of perspectives.

The audit procedures of Audit & Supervisory Board Members conform to the auditing standards established by the Audit & Supervisory Board and are conducted according to the auditing policy and division of duties. Audit & Supervisory Board Members audit the proper execution of corporate management and communicate their opinions by attending important meetings such as Board of Directors meetings, inspecting important approval documents, etc., and receiving reports and answers to inquiries from Directors and employees on the status of operations.

Activities of the Audit & Supervisory Board

In principle, the Company holds Audit & Supervisory Board meetings once a month, and otherwise as needed.

Audit & Supervisory Board Members also exchange opinions among themselves regarding agenda items before Board of Directors meetings are held, in an effort to ensure they can offer meaningful opinions in their role as Audit & Supervisory Board Members.

- (1) Priority audit items for FY2024 included verifying the establishment and operation of an internal control system, focusing on schedule management for the development of new vehicle models, and improving the management and supervisory systems for outsourced development of automotive technology.
- (2) A meeting to exchange opinions was held with Representative Directors, Outside Directors, officers and general managers to discuss a wide range of topics, including management challenges and risk awareness. At the same time, opinions were exchanged with the management of subsidiaries to confirm the operational status of Group governance systems.

Examples of Audit & Supervisory Board Agenda Items

Resolutions	<div><div></div>Audit policies, audit plans, and division of duties</div> <div><div></div>Evaluation and appointment/dismissal of accounting auditors</div> <div><div></div>Consent to audit remuneration of accounting auditors</div> <div><div></div>Preparation of audit report</div>
Matters discussed	<div><div></div>Audit policy and audit plans</div> <div><div></div>Status of establishment and operation of an internal control system</div> <div><div></div>Selection of Key Audit Matters (KAMs) with accounting auditors</div> <div><div></div>Appropriateness of audit methods and results of auditing by accounting auditors</div> <div><div></div>Evaluation of the effectiveness of the Audit & Supervisory Board</div>
Matters reported	<div><div></div>Audit plans from the accounting auditors, reporting of interim review results, status of implementation of annual audit, and efforts regarding audit quality management</div> <div><div></div>Audit plans from the Audit Division (the internal department responsible for audits), and status of audits conducted on head office, major business locations and subsidiaries</div> <div><div></div>Status of financial reporting from the Finance Division</div> <div><div></div>Audit status and observations from each Audit & Supervisory Board Member</div>

Evaluation of the Effectiveness of the Audit & Supervisory Board

The Audit & Supervisory Board evaluates its effectiveness by having each member review its 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.

Auditing Firm Selection Policy and Reason for Selection

Based on the determination policy for dismissal or non-reappointment of accounting auditors and using its own established assessment criteria, the Audit & Supervisory Board evaluated Seimei Audit Corporation for FY2024, examining its quality control, the independence and expertise of its audit teams, the level and content of audit fees, communication with Audit & Supervisory Board Members and management, the Group audit framework, and its response to fraud risks. As a result, it was determined that Seimei Audit Corporation is capable of performing appropriate audits. In addition to expectations that audits will be conducted from a new perspective, in order to further improve the SuzukiGroup's accounting governance, PwC Japan LLC was selected as the accounting auditor for FY2025 after comprehensive consideration of the quality management system, audit system including global responses, auditing methods, and independence.

Periodic Rotation and Reengagement of Accounting Auditors

Operations are carried out as follows in accordance with the regulations of the auditing firm based on the Certified Public Accountants Act, etc.:

1. Engagement partners may not be involved in the Company's audit work for more than seven accounting periods, and the lead engagement partner may not be involved in the audit work for more than five accounting periods.
2. Engagement partners may not be involved in the Company's audit work for two accounting periods after the change, and the lead engagement partner may not be involved in the audit work for five accounting periods after the change.

Evaluation of audit firm by the Audit & Supervisory Board and its members

The Audit & Supervisory Board obtains the necessary materials from the relevant internal departments (finance and internal audit departments) and the accounting auditors, receives reports, and evaluates the audit firm against its established evaluation criteria.

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 FY2024
- Determination of the specific details of basic remuneration for each individual Director in FY2024 (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 FY2024
- Suitability of candidates for Directors to be proposed at the Annual General Meeting of Shareholders held in June 2025
- Appropriateness of content of revised remuneration for Directors to be proposed at the Annual General Meeting of Shareholders held in June 2025
- Appropriateness of policy for determination of individual remuneration, etc. of Directors after the Annual General Meeting of Shareholders held in June 2025
- Future candidates for Outside Directors

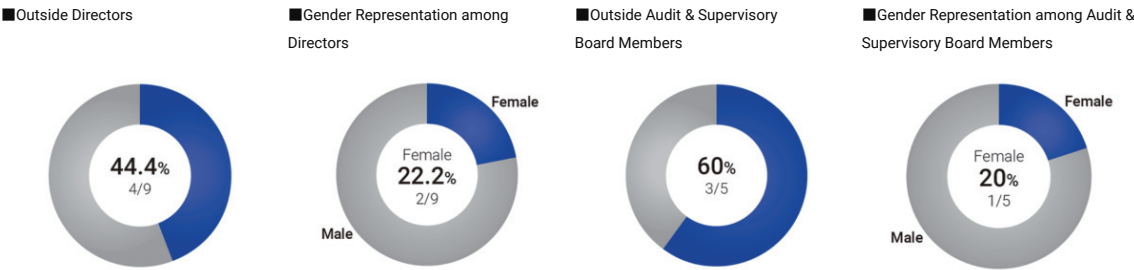
Key Experience, Knowledge and Expertise of Directors and Audit & Supervisory Board Members

(from June 27, 2025)

		Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.	Corporate Management*1	Technology / R&D / Procurement / Manufacturing / Quality	Sales / Marketing	Finance / Accounting	Legal / Risk management	ESG / Sustainability	HR development / Labor relations / HR	Overseas business / International experience*2	IT & Digital
		(Number of meetings attended / Number of meetings held in FY2024)											
Representative Director and President	Toshihiro Suzuki	● 14/14 times		● 5/5 times	◎	○	○			○		○	
Representative Director and Executive Vice President	Naomi Ishii	● 14/14 times		● 5/5 times	◎		○			○	○	◎	○
Director and Executive Vice President	Katsuhiro Kato*1	● 11/11 times				○			○				○
Director and Senior Managing Officer	Aritaka Okajima*1	● 11/11 times			◎		○		○				
Director and Senior Managing Officer	Eiichi Muramatsu*2	●			◎		○						
Outside Director Independent Director	Hideaki Domichi	● 14/14 times		● 5/5 times	○				○	○	○	◎	
Outside Director Independent Director	Shun Egusa	● 14/14 times		● 5/5 times	○	○						○	
Outside Director Independent Director Female	Naoko Takahashi	● 13/14 times		● 5/5 times						○		◎	
Outside Director Independent Director Female	Asako Aoyama*2	●		●	○			○	○		○	○	
Full-time Audit & Supervisory Board Member	Taisuke Toyoda	● 14/14 times	● 16/16 times					○	○	○			
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi*3	● 11/11 times	● 13/13 times			○			○	○		○	
Outside Audit & Supervisory Board Member Independent Director	Norihisa Nagano	● 14/14 times	● 16/16 times	▲ 5/5 times					○				
Outside Audit & Supervisory Board Member Independent Director	Mitsuhiro Fukuta	● 13/14 times	● 16/16 times	▲ 5/5 times		○					○		
Outside Audit & Supervisory Board Member Independent Director Female	Junko Kito*4	● 11/11 times	● 13/13 times	▲ 4/4 times				○	○				

●: Committee member ▲: Observer
*1 ◎: Experience as President, ○: Experience as executive officer
*2 ◎: Experience in India / emerging countries
Note:
*1 Katsuhiro Kato and Aritaka Okajima were appointed as Directors on June 27, 2024. Attendance records cover the Board of Directors meetings held after assuming their posts as Directors.
*2 Eiichi Muramatsu and Asako Aoyama were appointed as Directors on June 27, 2025.
*3 Shigeo Yamagishi was appointed as an Audit & Supervisory Board Member on June 27, 2024. Attendance records cover the Board of Directors and Audit & Supervisory Board meetings held after assuming his post as an Audit & Supervisory Board Member.
*4 Junko Kito was appointed as Audit & Supervisory Board Member on June 27, 2024. Attendance records cover the Board of Directors, Audit & Supervisory Board, and Committee on Personnel and Remuneration, etc. meetings held after assuming her post as an Audit & Supervisory Board Member.

Outside Directors & Gender Representation among Directors



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 was established as an organization under the direct control of the President, whose staff members with expertise in various areas of the Company's operations regularly audit the Company's departments and domestic and overseas Group companies in accordance with the audit plan, while also providing advice and guidance on improvements regarding audit findings.

Operational audits include onsite, remote, and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with laws and regulations and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The operational audit results, along with proposals for improvement of matters pointed out, are reported to the President and the head of relevant divisions each time an audit is conducted. Audit results are also reported to the Audit & Supervisory Board and opinions are exchanged there, as well as to the Board of Directors once every six months. Advice and guidance are provided until improvements are completed in an effort to correct issues at an early stage.

For subsidiaries with internal audit divisions, Suzuki's internal auditing checks their activities, receives reports on their audit plans and results, and provides advice and guidance as necessary.

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

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

Remuneration of Directors

The Company approved the revision of remuneration for Directors at the 159th Annual General Meeting of Shareholders held on June 27, 2025, with the aims of further increasing incentives to meet the management targets set in the Mid-Term Management Plan “By Your Side” announced in February 2025 and enhancing the Company’s medium- to long-term corporate value, as well as to promote greater sharing of value between eligible Directors and shareholders.

The following is an overview of the policy for determining individual remuneration, etc. for Directors in FY2025, as determined by a resolution of the Board of Directors following consultation with the Committee on Personnel and Remuneration, etc.

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.

■Resolution at the General Meeting of Shareholders on Remuneration of Directors, etc.

	Before revision	After revision on June 27, 2025
Basic remuneration	Up to 750 million yen per year (of which, up to 50 million yen per year for Outside Directors)	Annual amount up to 1,050 million yen (of which, up to 150 million yen per year for Outside Directors)
Bonuses (excluding Outside Directors)		
Stock remuneration (excluding Outside Directors)	Restricted stock <ul style="list-style-type: none">Up to 300 million yen per yearUp to 400,000 shares per year (After the stock split dated April 1, 2024)	Performance-linked, restricted stock <ul style="list-style-type: none">Up to 500 million yen per yearUp to 400,000 shares per year

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.

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 (After the Annual General Meeting of Shareholders Held on June 27, 2025)

	Approximate percentage	Evaluation indicator
Basic remuneration	30%	—
Bonuses	35%	<ul style="list-style-type: none"> Comparison of consolidated operating profit with FY2024 Comparison of the Company's operating profit with FY2024 Comparison with consolidated ROE of 13% (target of the mid-term management plan) [indicator conscious of cost of capital]
Performance-linked, restricted stock remuneration	35%	<ul style="list-style-type: none"> Comparison of the Company's TSR with the TOPIX growth rate including dividends [indicator conscious of stock price] Comparison of consolidated operating profit per person in FY2024 (excluding the impact of exchange rates)

| 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 FY2024 (actual)

Executive category	Total remuneration (millions of yen)	Remuneration by type (millions of yen)			Number of eligible officers
		Basic remuneration	Bonuses	Restricted stock remuneration	
Directors (excluding outside Directors)	747	220	299	277	8
Outside Directors	45	45	—	—	3
Total	793	266	299	277	11
Audit & Supervisory Board members (excluding Outside Audit & Supervisory Board Members)	70	70	—	—	3
Outside Audit & Supervisory Board Member	45	45	—	—	4
Total	116	116	—	—	7

Notes:

1. The above remuneration for Directors (excluding Outside Directors) includes the amount paid to three Directors who retired with the completion of their terms as of the conclusion of the 158th Annual General Meeting of Shareholders held on June 27, 2024.
2. The above remuneration for Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members) includes the amount paid to one Audit & Supervisory Board Member who retired with the completion of their term as of the conclusion of the 158th Annual General Meeting of Shareholders held on June 27, 2024.
3. The above remuneration for Outside Audit & Supervisory Board Members includes the amount paid to one Outside Audit & Supervisory Board Member who retired with the completion of their term as of the conclusion of the 158th Annual General Meeting of Shareholders held on June 27, 2024.
4. The bonus and restricted stock remuneration are the amounts recorded as expenses in FY2024.

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.

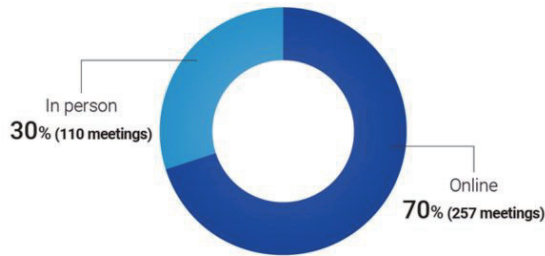
In FY2024, the Director in charge of IR handled 61 out of 367 meetings held (17%).

Opinions, interests and concerns obtained through meetings with shareholders are reported to management in an appropriate manner and utilized in promoting the Company's sustainable growth and medium- to long-term enhancement of its corporate value, as well as in formulating the Mid-Term Management Plan.

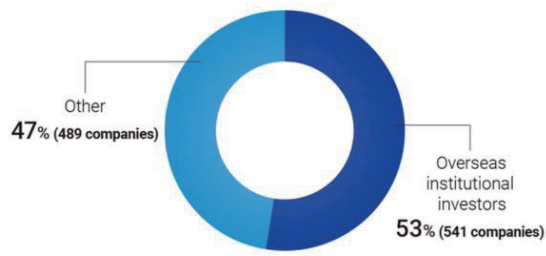
■FY2024 Results

Meetings held	Total	367
	ESG meetings	19
Number of companies		1,030
Number of people		1,437

■Types of Meeting



■Meeting Attendees



■Key dialogue topics in meetings held in FY2024

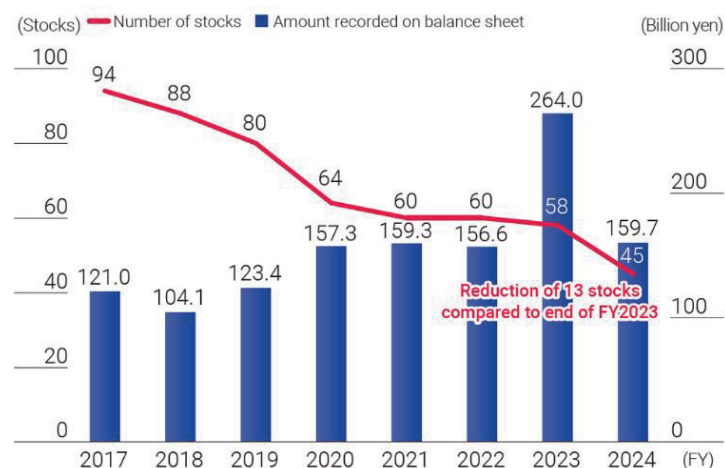
Themes of regular meetings	Themes of ESG meetings
<ul style="list-style-type: none">• The situations in the India automobile market and the Japan automobile market, the main focus markets of the Company• The Mid-Term Management Plan “By Your Side”, announced in February 2025• Discussions that contribute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

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 the Balance Sheet



Risk Management

- Basic Concept
- Risk Management Structure
- Responding to Issues with Quality
- Business Continuity Plan (BCP)

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 manifesting, and minimizing the impact if they do occur are essential for sustainable growth and improving corporate value over the medium to long term.

Based on this understanding, Suzuki regularly collects information on various internal and external risks in accordance with risk management regulations and other related internal rules so as to detect risks early and respond promptly, in an effort to ensure the continuity and stable development of its business. Additionally, the Corporate Governance Committee and other committees, promptly discuss issues that arise or are recognized in any department in accordance with their urgency and importance, so we can quickly make decisions and resolve the issues.

We will continue to accurately grasp changes in social environments and technological trends, identify and assess risks on an ongoing basis, and develop and strengthen the strategic risk management system across the entire Suzuki Group, with the goal of being a company that continues to deserve the trust of all stakeholders, including customers.

Risk Management Structure

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

We promptly discuss and resolve any problems that arise or become apparent in a given department according to their urgency and importance. Each division reviews its concerns and countermeasures weekly to quickly understand what impact issues such as product quality, certification, and final inspections, shortages of semiconductors and other parts and raw materials, and new challenges related to climate change and the transition to a low-carbon society, will have on their business, and to make necessary management decisions. Particularly important issues are discussed and reported at Board of Directors meetings.

> Corporate Governance Committee



Responding to Issues with Quality

To avoid situations where slow responses to quality issues would cause significant inconvenience to customers and increase countermeasure costs, we are working to strengthen our system for quickly identifying causes and taking countermeasures, and we keep abreast of the latest quality issues at weekly and monthly management meetings. We decide on market measures such as recalls after the Quality Measures Committee deliberates on what measures to take. The committee is made up of relevant executives, division chiefs, and general managers.

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.

Suzuki disaster countermeasures

In preparation against a natural disaster like a major earthquake in the Nankai Trough, Suzuki places the highest priority on ensuring the lives and safety of customers and employees, protecting company assets and properties, and enabling early restoration of operations, including those in local communities, to restore normal business operations. To minimize the impact of damage, we have taken various measures, such as providing buildings and facilities with earthquake-resistance measures, defining fire prevention measures, formulating an action manual and business continuity plan (BCP) that includes the establishment of a disaster response organization, and purchasing earthquake insurance.

Disaster countermeasures

The Group has taken various preventative measures in anticipation of a major earthquake along the Nankai Trough. Following the Great East Japan Earthquake, the Group has been diversifying its production and research bases, including overseas, by relocating its base from the Ryuyo district of Iwata City, Shizuoka Prefecture, which is expected to be hit by tsunami, to Miyakoda, a northern district of Hamamatsu City, distributing production of minicar engines, which had been concentrated at the Sagara Plant, to the Kosai Plant, and expanding research facilities in India, which also serves as a risk diversification for the Sagara Plant, which is our automobile development base. Furthermore, to improve the functionality of Disaster Response Headquarters that will be set up in the event of a disaster, the head office regularly conducts drills with the participation of executives and staff from the headquarters in cooperation with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine dR Co., Ltd. We will continue to use these activities to improve our disaster response capabilities.

Efforts to protect local residents from earthquakes and tsunamis

Suzuki has registered some of its facilities as tsunami evacuation sites for local residents, and sponsors annual tours of the sites. We also have a system in place whereby a monitor mounted on the roof of our head office checks for any tsunamis that may occur following earthquakes, and if it detects a tsunami, the system sounds sirens to alert employees and nearby residents. There is a manual and an electric siren, and the electric siren can be powered by a dedicated generator in case of a power outage.



Employee initiatives for responding to earthquakes and tsunamis

To protect the lives of employees, our head office, plants, and manufacturing affiliates have introduced an emergency earthquake alert system. We conduct regular earthquake and tsunami evacuation drills in which all employees participate so that they can protect their own safety when earthquake early warnings sound, and so that, at business locations at risk of tsunami, they can safely evacuate to locations that are not expected to flood. To ensure people can keep in contact during a disaster, we have installed communication devices such as satellite phones and walkie-talkies at each plant and distributor nationwide so we can quickly confirm employees are safe, and we conduct regular communications drills to prepare for emergencies.

We have also introduced a safety information system that enables us to confirm employees are safe in the event an earthquake or tsunami occurs outside of working hours. Under this system, if an earthquake with a magnitude of 5 or higher occurs, an email inquiring about the safety of employees and their families is automatically sent to the email address registered by each employee so that we can confirm that employees and their families are safe. Employees who receive this email can respond with a confirmation that they are safe, allowing managers to know they are safe. We conduct training drills of this system twice a year to ensure that we can confirm safety quickly if an earthquake occurs.

To encourage each household to prepare for earthquakes and floods, we also distribute a leaflet entitled Preparing for Disasters (Earthquakes and Floods) at Home to all employees. We convey the importance of preparing before a disaster occurs by encouraging people to check their contact details and evacuation locations, check their homes and other areas for risks using hazard maps, and prepare emergency supplies.

Efforts against fire disasters

As part of our company-wide fire prevention campaign, we investigate the true cause of even the smallest sparks, and work to roll out effective countermeasures and conduct voluntary inspections across the entire company. To minimize damage if an emergency occurs, we work to ensure that everyone in the workplace is able to take initial actions, and we conduct various training activities, including reporting drills in which employees activate fire alarm transmitters, firefighting drills in which they use fire extinguishers and fire hydrants, water spraying drills in which our in-house fire brigades use fire engines and small portable pumps, and evacuation drills in which some fire shutters are closed. We also distribute disaster bandannas to people who cannot hear emergency announcements or who have mobility issues, and provide training to ensure they get help from those around them.

In addition to disaster prevention audits, in which each plant and business establishment checks for any fire prevention deficiencies, we also conduct joint disaster prevention audits with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine dR Co., Ltd., and have established disaster prevention standards to prevent fires, and are working to build a global disaster prevention system that includes our overseas factories.



Donation to efforts to construct a seawall along the Enshu Nada coast

As of the end of September 2014, Suzuki had donated a total of 500 million yen to the Hamamatsu City Tsunami Countermeasures Fund to promote the construction of seawalls as a measure against tsunamis caused by earthquakes. Additionally, by the end of March 2015, we had donated 500 million yen to the Hamamatsu City Sports Facilities Development Fund to help construct a sports facility that will also function as a tsunami evacuation base and emergency rescue heliport. As a result, the total amount of support given to the Hamamatsu City Seawall Improvement Project, including the Hamamatsu City Tsunami Countermeasures Project Fund and the Hamamatsu City Sports Facilities Development Fund, has reached 1 billion yen.

Furthermore, by the end of March 2019, we had donated a total of 340 million yen to earthquake and tsunami countermeasures for eight cities and towns in western Shizuoka Prefecture, where our plants, related facilities, and many of our business partners are located. Additionally, we donated 2.8 billion yen in August 2020 and part of the land on the Ryuyo Course in December 2021 to promote the development of seawalls in Iwata City.

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
- ▼ Compliance Structure
- ▼ Compliance Initiatives
- ▼ Establishment of Tax Policies
- ▼ Anti-Corruption
- ▼ Compliance with Supply Chain Laws and Regulations

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.

Suzuki established its "Corporate Mission" in 1962 based on the traditions and spirit that have been passed down since the Company's founding. It lays out the kind of company Suzuki wants to be, with the aim of sharing values throughout the Suzuki Group.

In 2016, we also established the Suzuki Group Code of Conduct (hereinafter referred to as the "Code of Conduct"), which is a set of rules that, in accordance with the spirit of our company creed, will enable people working at the Suzuki Group to devote themselves to their work in a healthy, efficient and energetic manner. We have compiled this code of conduct into a booklet that all Suzuki Group employees can carry with them at all times. In addition to the Japanese version, we have also created English and Portuguese versions that we distribute to foreign employees in Japan. Additionally, our overseas subsidiaries distribute copies to employees in their respective native languages.

We also published a Compliance Handbook in 2020, which specifically outlines what everyone working at the Suzuki Group must do and what they must not do, based on the Code of Conduct. In 2024, we revised the handbook and distributed the second edition to all employees in Japan. It is also available in Japanese, English, and Portuguese, so employees can check and review it at any time during their daily work.

- > [Corporate Philosophy](#)
- > [Suzuki Group Code of Conduct](#)

Compliance Structure

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. Following a resolution by the Board of Directors in March 2023, the committee was restructured in April 2023 to have the President as chair, the Vice President, Senior Managing Directors and some Managing Directors as vice chairs and other executive officers and general managers as members, with full-time Audit & Supervisory Board Members attending as observers. This committee has begun operations to oversee overall risk management, including compliance.

Furthermore, following resolutions at the Board of Directors meetings in June 2024, we reviewed the status of the committee and its agenda items, and revised its procedures to ensure timely reporting to management and more effective deliberations. 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.

- > [Corporate Governance Committee](#)

Compliance Initiatives

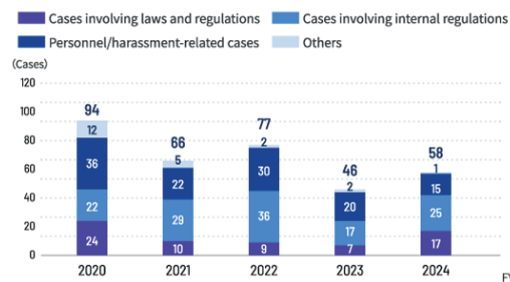
Whistleblowing System (Suzuki Group Risk Management Hotline)

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 and contractors. 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.

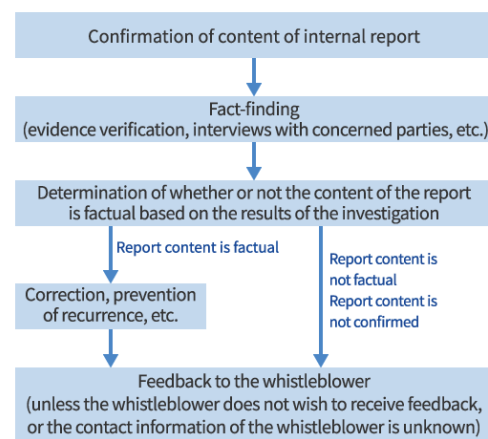
The results of whistleblowing over the past five years (FY2020-FY2024) are as described below.

■ Trends in the number of whistleblowing incidents*



* The figures exclude consultations and inquiries that do not involve compliance issues.

■ Flow of the whistleblowing process



Compliance training

Each Suzuki Group company conducts compliance training. Mainly, we primarily provide planned and continuous group training for each employee level, from new recruits to managers and supervisors, with training menus that are appropriate for each level.

■ FY2024 results

Suzuki Motor Corporation		Suzuki Group domestic distributors and sales affiliates, etc.	
Targeted training	Number of Students	Targeted training	Number of Students
New employee training	554	New employee training	682
Newly promoted employee training (Leader level / Leader level 1 / Leader level 2 / Manager level / Executive level)	848	Second, fifth, and seventh year training	1,340
		New office manager training	124
		Newly appointed officer training (section chiefs/managers)	385
		Level-up training	16
		Sales distributor manager training	12
		Plant manager training (basic / practical)	141
		Service educator training	24
		Store and plant manager training	587
Total	1,402	Total	3,311

Daily Compliance Quiz

To foster a culture of daily compliance awareness, we have been conducting e-learning every day since June 2017, in which one compliance-related quiz question is displayed on the work PCs of executives and employees each day when they start up their PCs.

Implementation status of measures for preventing recurrence of improper final inspections, etc.

The "Remember 5.18 Activities" are an annual initiative to ensure that the fuel economy and emissions 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. Starting in FY2023, we began a company-wide inventory of the relationship between business operations and laws and regulations as part of a comprehensive review that looks back over our daily operations to see if there are any problems and taking steps to resolve any issues while they are still minor.



Images from Remember 5.18 Activities (held May 19, 2025)

In FY2025, 30 new overseas bases participated in these activities, thus expanding the activities to all 35 overseas bases subject to audits. Each division set a theme and carried out activities, and approximately 13,500 people attended the inventory activity report meeting held on May 19th. At the inventory activity report meeting, participants mainly shared issues that spanned multiple departments and cases that should be shared company-wide, and Team Suzuki discussed countermeasures and lessons learned, taking them as their own issues. We also introduced efforts being made by each division to foster a workplace culture that prevents fraud. The entire Suzuki Group will continue to carry out Remember 5.18 activities.

Additionally, the president holds workplace dialogues with all divisions and at each workplace to facilitate smooth communication between superiors, subordinates, colleagues, and departments, and to create an environment where it is easy to report, contact, and seek advice on issues. (Targets 29 divisions and 40 workplaces)

Japan

Domestic sales distributors

In order to develop "staff that customers can trust," sales distributors train their employees by formulating an education system tailored to their industry and career. Additionally, we provide opportunities for employees to learn about harassment and SDGs in order to build an organization where human resources can thrive and to manage risks.



Suzuki Motor Sales Hiroshima Inc.
Harassment Training

Establishment of Tax Policies

We have established the Suzuki Group Tax Policy as a basic policy for ensuring thorough tax compliance and making appropriate tax payments. (Established in December 2022 and revised in September 2024)

Suzuki Group Tax Policy

The Suzuki Group operates its business with the primary goal of providing valuable products and services from the customer's perspective. At the same time, we understand the importance of paying taxes and strive to contribute to society by returning profits to society through paying taxes and fulfilling our obligations as taxpayers.

Legal Compliance

We comply with the tax laws and tax treaties of each country, and abide by the spirit of international standards such as the OECD Transfer Pricing Guidelines and the BEPS Action Plan, thereby paying taxes fairly and equitably and not engaging in any unfair tax avoidance practices.

Governance

The executive officer in charge of finance is responsible for tax matters and has full jurisdiction over Suzuki with respect to such matters. The Suzuki Group has established an appropriate management and reporting system for tax risks, and tax returns and other matters are reported to the Board of Directors. Audit & Supervisory Board Members attend these meetings and review report contents. Management deliberates at Board of Directors meetings as necessary to resolve tax risks that are particularly urgent or important. We also work to improve employee understanding and awareness of tax compliance through regular in-house training.

Relationship with tax authorities

We strive to build trusting relationships with tax authorities at every opportunity. Furthermore, if there are any misunderstandings with the authorities, we communicate promptly, respond honestly to tax audits, and strive to pay taxes in a highly transparent manner.

Prevention of double taxation

We fully understand the risks of double taxation in international taxation, such as transfer pricing taxation, and so conduct international transactions based on rulings that comply with the arm's length principle. When double taxation does occur, we work to eliminate it by consulting with experts, negotiating with the tax authorities of each country, and implementing various relief measures.

Anti-Corruption

The Suzuki Group recognizes that competition-related laws and regulations such as antitrust laws, other laws and regulations concerning fair business transactions, and social norms may differ from country to country or region to region, and thoroughly trains its employees to ensure that they comply with the laws and regulations and social norms of those respective countries and regions. We work to prevent all forms of corruption, including bribery.

Anti-bribery initiatives

The Suzuki Group strives to prevent bribery by including "Compliance" in the Suzuki Group Code of Conduct and by including sections on "Bribery" and "Reception of Business Entertainment" in the Compliance Handbook.

To further clarify our approach to anti-bribery, we established the Suzuki Group's Principles on the Prohibition of Bribery in March 2024 following a resolution by the Board of Directors. 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 conduct.

We also require all business entities that we do business with (including business partners, joint venture partners, consultants, agents, etc.) to comply with Principles.

Suzuki Group's Principles on Anti-Bribery

> Suzuki Group's Principles on the Prohibition of Bribery [PDF](#) 94kb

Compliance Handbook

Suzuki strives to prevent prohibited conduct by providing specific examples thereof (e.g., facilitation payments, provision of Reception of Business Entertainment for public officials who have influence over corporate activities, etc.) in its Compliance Handbook. We have also produced the handbook in foreign languages and distributed it to Group companies.

Internal rules on Reception of Business Entertainment

In order to build and maintain fair and reasonable relationships with all business partners, we have established internal regulations regarding Reception of Business Entertainment received from business partners, including the requirement to keep records thereof, and require all executives and employees to comply these regulations.

Efforts to prevent anti-competitive behavior

Suzuki has included policies requiring compliance with competition laws and regulations in the Suzuki Group Code of Conduct, and thoroughly trains employees on such matters. We also distribute the Compliance Handbook and Competition Law Guidebook that provide easy-to-understand examples of specific prohibited conduct in an effort to help employees understand these matters better.

- Cartel and bid-rigging regulations (information exchange with competitors, business alliances/OEM, bid-rigging)
- Regulation of unfair trade practices (unfair discriminatory treatment, restricting resale prices, restricting trade terms, tie-in sales, abuse of dominant bargaining position, misrepresentation)
- Responding when the need arises (advance consultation, cooperation with government authorities for on-site inspections, etc.)

Compliance with Supply Chain Laws and Regulations

Compliance, respect for human rights, and environmental initiatives in the supply chain

As Suzuki expands its business activities globally, its stakeholders, including business partners, are becoming increasingly multinational and diverse. As a result, there are growing expectations that we not only comply with the laws and social norms of each country, but also fulfill our Corporate Social Responsibility (CSR) to consider their cultures and histories as well. Based on these social demands, we have compiled the SUZUKI CSR Guidelines for Suppliers, which outline our basic approach to the social responsibilities we need to fulfill together with our business partners, and what we need to do to achieve them, and we are working side-by-side with our suppliers to promote CSR activities.

We also revised the "Suzuki Group Basic Policy on Respect for Human Rights" in September 2025.

Respect for human rights is the basis of all our corporate activities, and we strive to ensure that all Suzuki Group companies understand this. Finally, we ask all business partners, including suppliers and retailers, to embrace this policy, expect them to take steps to respect human rights, and will encourage them and work with them to ensure they do.

Privacy

Initiatives for Protecting Personal Information

All personal information handled by Suzuki (information on customers, business partners, shareholders, investors, employees, etc.) is important and valuable property entrusted to us by individuals, and we are deeply aware that handling this information carefully and appropriately is not only a legal obligation but also a social responsibility. Based on this awareness, we have established the Suzuki Corporation Basic Policy on Personal Information and are working to protect personal information. Details of the handling of personal information are posted and published on Suzuki's official website.

Domestic site:

http://www.suzuki.co.jp/privacy_statement/index.html

Overseas site:

<https://www.globalsuzuki.com/cookies/index.html>

We have established internal rules for handling personal information appropriately and revise them as necessary in line with changes to laws, etc. We also make sure that all employees are aware of the importance of protecting personal information and that they handle it appropriately.

The following are specific initiatives taken by Suzuki with respect to managing personal information.

Suzuki has appointed a personal information manager who is responsible for managing personal information for the entire company and a personal information handling manager in each division. Suzuki has implemented safety management measures, including those described in Items 1 through 6 below, to prevent leakage, loss, damage, misuse, falsification of, and unauthorized access to, personal information handled by Suzuki and to otherwise manage personal information as necessary and appropriate. We also check to see how personal information is being handled based on regulations, manuals, etc. once a year and report it to the Corporate Governance Committee. We also have a system in place for reporting when personal information is handled inappropriately.

1. Formulate rules and manuals that define how to handle personal information (personal data) when it is acquired, used, stored, provided, deleted, disposed of, etc., as well as managers and persons in charge of handling this information, and their responsibilities
2. Clarify which employees are to handle personal information (personal data) and the scope of the personal information (personal data) they handle, and establish a reporting and communication system for responding if facts or signs of violations of laws, regulations, etc. or handling regulations are discovered
3. Train employees on important points regarding the handling of personal information
4. In areas where personal information (personal data) is handled, take measures to manage employee entry and exit and limit what devices they may carry into these areas, and to prevent unauthorized persons from viewing personal information
5. Implement access control to limit the number of persons in charge and the information databases they handle
6. Implement a system to protect information systems that handle personal information (personal data) from unauthorized external access or malware

Additionally, each Suzuki Group company has also adopted the Basic Policy on Personal Information Protection and is working to thoroughly protect personal information.

Going forward, we will continue to review and improve our personal information protection system.

Information Security

- ▼ Basic Philosophy
- ▼ Management System
- ▼ Measures Against Information Leakage and External Attacks
- ▼ Implementation of Education
- ▼ Product Security

Basic Philosophy

To properly manage personal and confidential information, based on the Suzuki Basic Policy for Information Security, an information security officers’ committee was established under the Corporate Governance Committee to deal with information security in general including cybersecurity, and the Company is promoting the Suzuki Group’s information security measures.

Suzuki Basic Policy for Information Security

1. Legal Compliance

We shall comply with laws, regulations, national guidelines, contractual obligations, and other social norms related to information security.

2. Initiatives for information security and product security

To ensure that our customers can use our products and services with peace of mind, we shall address product security as part of our information security efforts.

3. Building of an information security management system

In addition to establishing an information security officers’ committee, we shall assign a person in charge of handling confidential information and an information security promoter to each internal department and organization.

4. Establishment of internal regulations

We shall establish internal regulations concerning information security and make them known to all employees.

5. Establishment of an audit system

We shall conduct information security audits regularly and as needed to verify that information security-related laws and regulations are complied with and that regulations and rules are functioning effectively.

6. Implementation of information security measures

We shall implement organizational, technical, physical, and personnel security measures to prevent damage such as information leaks or alterations.

7. Implementation of education

We shall provide information security-related education and training for all employees in order to raise their awareness of and ability to deal with information security.

8. Management of outsourced contractors

We shall examine the security level of outsourced contractors. For important outsourced contractors, the security level shall be audited on a regular basis.

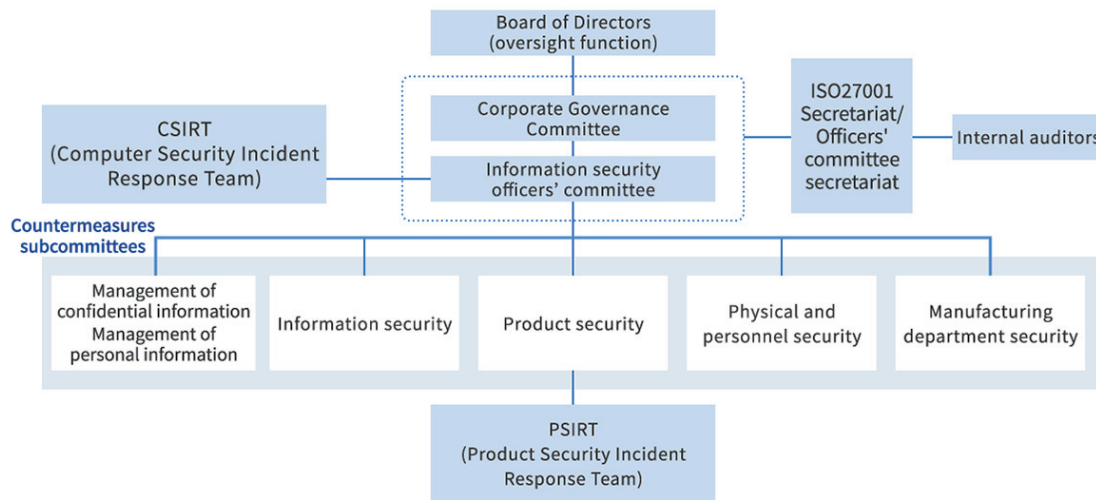
9. Implementation of continuous improvements

We shall continuously improve the overall system to ensure information security by regularly evaluating and reviewing the above efforts.

Management System

We have established countermeasures subcommittees under the information security officers' committee to build a system for implementing more appropriate information security management.

■ Information security management system promotion organization



Measures Against Information Leakage and External Attacks

We obtained ISO 27001 (information security management system) certification in 2020, and we continue to maintain this certification by conducting Company-wide assessment activities and internal audits every year.

We have organized a dedicated Computer Security Incident Response Team (CSIRT) to prevent information security incidents, detect and resolve them at an early stage when they occur, and prevent recurrence after they occur. In preparation for the occurrence of such incidents, the CSIRT collects and analyzes information on information security incidents and (2) conducts internal awareness-raising activities.

In addition, we conduct response training twice a year for CSIRT members on the assumption that an information security incident has occurred.

Implementation of Education

For information security, we provide the following training to all employees, including officers, as well as to all personnel in charge.

Implementation of information security education

We conduct the following education for all employees, including officers:

- E-learning training (once a year)
- Distribution of ISMS (information security) education cards (once a year)
- Education for new employees and for each level of training

Implementation of targeted attack e-mail response training

For all employees, including officers, we conduct targeted attack e-mail response training (once or twice a year) and distribute ISMS education cards to alert them to security issues and inform them of the contact information in case of a security incident.

Education for departmental information security officers

Twice a year, information security management education is conducted for personnel in charge of handling confidential information and information security promoters in each department.

Product Security

Product security countermeasures subcommittee

Under the information security officers’ committee, we have established a product security countermeasures subcommittee, an organizational body that manages security operations from product development to disposal, and conducts regular management of product security. By continuing these activities, we ensure the daily safety and security of our customers.

PSIRT

This countermeasures subcommittee has established a Product Security Incident Response Team (PSIRT) to collect industry information from organizations such as Auto-ISAC*, a Japanese automotive cybersecurity organization that collects and analyzes product-related security information, to prepare against product security attacks.

* Japan Automotive Information Sharing and Analysis Center

Product security reporting and audits

We conduct audits every year to comply with and improve organizational systems, regulations, and procedures related to product security. The product security countermeasures subcommittee regularly reports on PSIRT progress and status, as well as objective status reports through audits, in order to rapidly deal with attacks related to product security.

Intellectual Property

- ▼ Promotion Structure
- ▼ Achievements of “Sho-Sho-Kei-Tan-Bi”
- ▼ Various Initiatives Concerning Intellectual Property

The first item of Suzuki’s Mission Statement is to “Develop products of superior value by focusing on the customer,” and our basic policy is to encourage the creation and utilization of intellectual property in the process of providing what customers really need in a way that is unique to Suzuki.

The core of these intellectual property strategies lies in “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” which is the root of Suzuki’s philosophy and culture and also contributes to carbon neutrality. Based on the Philosophy of Conduct “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” each and every employee will respond to the diversifying needs of customers and society with wisdom and ingenuity. They will design and develop products with original ideas that are unique to Suzuki, inspiring amazement, and will continue to create intellectual property.

Promotion Structure

Intellectual Property Promotion Committee

In March 2022, the Company newly established the Intellectual Property Promotion Committee. This committee, which is attended by Directors, Managing Officers and Executive General Managers from relevant departments, holds Company-wide discussions on intellectual property strategies, and will continue this activity in the future (held 26 times between March 2022 and August 2025). The contents discussed and determined at this committee are reported to the Executive Committee and the Board of Directors for approval. In this way, the Company establishes an appropriate governance organization for intellectual property and promotes the execution of intellectual property strategies.



Review of system for creating intellectual property

Under the Mid-Term Management Plan “By Your Side” announced in February 2025, intellectual property department members will be involved in development work carried out by the design and development departments to minimize energy consumption, and will turn the inspiration and ideas of the design and development departments into competitive patent rights.

In particular, starting in FY2024, approximately 80 managers (supervisory level) from each department were tasked with driving invention creation in the design and development departments, and the design and development departments and the intellectual property departments will work more closely together to discover inventions. Additionally, at the beginning of each fiscal year, the heads of the design and development departments and the intellectual property departments hold interviews to formulate and implement intellectual property strategies for each development area.

Enhancing incentives to create intellectual property through a reward system

In April 2023, Suzuki revised the reward system for intellectual property to make individual employees who create intellectual property feel “praised,” “recognized” and “highly commended.” Incentives for creating intellectual property were also strengthened in such ways as, in particular, having the inventors of patents chosen by general managers for embodying Suzuki’s unique “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” being presented with awards directly by the President at Company-wide events, holding roundtable talks among the inventors, the President and officers, and disclosing scenes of such events on the Company intranet.

The focus of this fiscal year’s presidential award are the nine patents described in the next section, “Achievements of ‘Sho-Sho-Kei-Tan-Bi.’”

In addition to the above, our reward system also supports the creation of intellectual property through a wide variety of programs, such as confidential invention rewards and naming rewards.

Confidential invention rewards are for know-how that is not suitable for disclosure. Certain inventions, such as those related to product technology in factories, generally need to be kept as in-house know-how without a patent application being filed, as the nature of these inventions makes infringement by other companies difficult to detect. This system allows such inventions to still be eligible for rewards.

Furthermore, while intellectual property rewards are generally given to engineers, we have established naming rewards for outstanding product names, and are soliciting ideas from all employees.

(A roundtable discussion between inventors, the President, and officers)



The discussion held in April 2025 was attended by 13 inventors and 12 others, including the President and officers



An inventor explaining their own invention. Intellectual property staff sat in as assistants



In a relaxed atmosphere, the warm smiles of the President and officers draw out stories of ingenuity and challenges faced during the invention process

Achievements of “Sho-Sho-Kei-Tan-Bi”



An award ceremony held in the new fiscal year ceremony

Vehicle battery pack structure

<Patent key point>

Placing a battery guard below the front of the battery pack improves durability against impacts from protrusions in the road, while also achieving a smaller and lighter body.

<Unique to Suzuki>

Smaller: Space-saving

Lighter: Avoids an increase in weight

Cable routing structure for electric vehicles

<Patent key point>

By routing low-voltage cables in the narrow spaces located behind the junction boxes of BEVs, it is possible to protect low-voltage cables with minimal protectors in the event of frontal collisions.

<Unique to Suzuki>

Smaller: Space-saving

Fewer: Limits the increase in the number of components

Lighter: Avoids an increase in weight

Corporate Governance | Risk Management | Compliance | Privacy | Information Security | **Intellectual Property**

Connector protection structure

<Patent key point>

A simple, high-strength pipe-shaped protector provides reliable connector protection to prevent contact between electrical equipment connectors installed in BEVs and surrounding parts.

<Unique to Suzuki>

Smaller: Space-saving

Fewer: Limits the increase in the number of components

Lighter: Avoids an increase in weight

Front fender

<Patent key point>

In a front fender for a motorcycle, the wind generated when the vehicle is traveling is directed to the brake disc from the front and then smoothly discharged to the rear outside of the front fender, thereby enhancing the brake cooling function without the need for additional parts and improving the aesthetic appearance.

<Unique to Suzuki>

Fewer: Limits the increase in the number of components

Beauty (Bi): Improved aesthetic appearance



External device support structure for straddle-type vehicles

<Patent key point>

Improves cable stability by supporting the middle of cables connecting the mobile terminal device mounted above the meter of a saddle-type vehicle on the vehicle body side.

<Unique to Suzuki>

Smaller: Space-saving

Beauty (Bi): Improved aesthetic appearance

Side cowl

<Patent key point>

By forming the rear end of the motorcycle's side cowl into a guide edge shape, it is possible to reduce wind drag while riding and improve aerodynamic characteristics.

<Unique to Suzuki>

Fewer (Sho): Improved fuel efficiency



Vehicle front structure

<Patent key point>

The bottom of a BEV coolant reserve tank has a sloped surface that rises to the rear. When the reserve tank moves backwards during a frontal collision, the high-voltage cable located at the rear allows the reserve tank to escape upwards, protecting the high-voltage cable without the need for additional parts.

<Unique to Suzuki>

Fewer (Sho): Prevents increases to the number of components

Lighter: Avoids an increase in weight

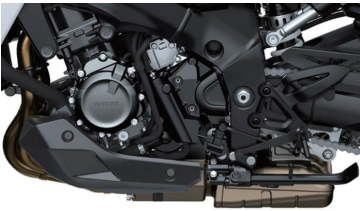
Shift device

<Patent key point>

In a quick shift device for a motorcycle, concentrates the shift sensor and shift pedal operation unit on one side of the shift rod, making it possible to make the quick shift device smaller and improving its appearance.

<Unique to Suzuki>

Smaller: Space-saving
Beauty (Bi): Improved aesthetic appearance



Automotive displays

<Patent key point>

Simplifies the screen layout of the automotive audio display, with functional tabs arranged on both the left and right sides of the screen, improving operability and enhancing the aesthetics of the graphics.

<Unique to Suzuki>

Fewer (Sho): Fewer operating steps
Beauty (Bi): Improved graphical aesthetics



Various Initiatives Concerning Intellectual Property

Enhancing patent applications in India

Suzuki has been enhancing patent applications in India, which is one of Suzuki's primary markets. We have acquired and currently maintain over 1,800 patents, second only to Japan, where we have acquired the most patents (approximately 4,400).

Periodic provision of the latest patent-related information

As one benchmark, we promote viewing technological information by providing* the latest patent-related information about business inside and outside the Company in an easy-to-view format, and support manufacturing and the realization of customers' desires.

*Once a week as a rule

Conducting systematic intellectual property training

Suzuki also concentrates on intellectual property training by rank, implements stratified training with a focus on patent law*1 and copyright law*2, and promotes the importance of preserving and utilizing intellectual property throughout the entire company.

*1 Training conducted for a total of more than 3,900 people by FY2024, primarily junior engineers in their second to third year with the Company. The program is ongoing.
*2 E-learning will be provided to a total of approximately 15,000 employees (by FY2024).
Conducted group training for new employees beginning in 2019 (more than 2,900 by FY2024).
Conducted on-demand training for newly appointed managers beginning in 2020 (approximately 1,700 by FY2024).

Data

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- ▼ Environmental Accounting
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- ▼ Air Conservation
- ▼ Water Resources
- ▼ Recycling of Resources
- ▼ Chemical Substances

Environmental Management

Environmental impact and initiatives in business activities

■ Domestic offices of Suzuki Motor Corporation

INPUT			
	FY2022	FY2023	FY2024
Electricity (1 million kWh)	485.9	503.2	480.5
Fossil fuel (10,000 GJ)	165.6	163.3	153.9

OUTPUT			
	FY2022	FY2023	FY2024
CO ₂ emissions (1,000 t-CO ₂)	308.1	306.9	78.1

■ Domestic manufacturing plants of Suzuki Motor Corporation

INPUT				
		FY2022	FY2023	FY2024
Electricity and fossil fuel	Purchased power (1 million kWh)	400	417	393
	Wind power (Kosai Plant) (1 million kWh)	1.40	1.60	0.8
	Small-scale water power (1 million kWh)	0.068	0.061	0.02
	Solar power (Iwata, Kosai) (1 million kWh)	0.30	0.86	0.8
	LPG (1,000 tons)	13.6	10.9	6.7
	City gas (1 million m ³)	20.6	23.4	26.2
	Kerosene (1,000 kL)	0	0	0
	Fuel oil A (1,000 kL)	0.0025	0.0003	0.001
	Light oil (kL)	8.7	7.9	7.1
	Gasoline (kL)	132	152	211
Water	Industrial waterworks (1 million m ³)	2.13	2.18	2.13
	Waterworks (1,000 m ³)	41.1	40.9	37.7
	Well water (1 million m ³)	0.94	0.92	1.02
Raw material	Iron (1,000 tons)	542.6	580.4	556.4
	Aluminum (1,000 tons)	45.2	51.2	45.3
	Resin (1,000 tons)	35.0	38.9	37.5
PRTR target substance (tons)		3,092	3,666	3,590

OUTPUT

		FY2022	FY2023	FY2024
Release to atmospheric air	CO ₂ (1,000 t-CO ₂)	241	129	79
	SOx (tons)	0.05	0.05	0.03
	NOx (tons)	69	51	47
	PRTR target substance (tons)	1,191	1,368	1,361
	VOC emissions (tons)	3,560	4,008	3,993
	Ozone-depleting substance (CFC-11 conversion) (tons)	0	0.001	0
Displacement	Displacement to rivers, lakes, and reservoirs (10,000 m ³)	483	602	418.6
	Displacement to sewerage (10,000 m ³)	5.8	6.0	5.0
	PRTR substance (tons)	1.5	2.6	4.2
Processing	Recycled amount (1,000 tons)	102	109	118
	Of which is PRTR substance (tons)	12.8	18.2	18.5
	Landfill waste amount (tons)	0	0	0

[Scope of aggregation]

Iwata, Kosai, Osuka, Sagara, and Hamamatsu plants (PRTR substance includes output at the head office, Motorcycle Technical Center, Marine Technical Center and Shimokawa and Sagara proving grounds and excludes Tooling Dept. Ozone-depleting substance are for Suzuki Motor Corporation domestic offices)

*Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider)

■ Transportation

INPUT

	FY2022	FY2023	FY2024
Fuel (light oil, etc.) (10,000 GJ)	54.7	57.4	59.5

OUTPUT

	FY2022	FY2023	FY2024
CO ₂ emissions (1,000 t-CO ₂)	37.7	39.5	41.1

*Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider)

■ Sales and registration

Number of sold/registered vehicles in Japan

		FY2022	FY2023	FY2024
Automobiles	Automobile sales (1,000 units)	627	674	718
	Hybrid vehicle sales (1,000 units)	324	358	406
	Ratio of hybrid vehicle sales (%)	51.7	53.1	56.5

■ Recycling

Collection of ELVs (automobiles)

		FY2022	FY2023	FY2024
ASR	Total weight of collection (1,000 tons)	52.3	54.8	51.0
	Collected vehicles (1,000 units)	372.2	383.5	352.5
	Weight of recycled materials (1,000 tons)	49.5	51.7	47.9
	Recycling rate (%)	96.7	96.5	96.5
Airbags	Total weight of collection (tons)	202.3	239.1	243.3
	Collected vehicles (1,000 units)	342.7	365.5	354.6
	Weight of recycled materials (tons)	193.0	232.5	236.0
	Recycling rate (%)	95.4	97.3	97.0
CFCs	Weight of collection (tons)	68.6	69.5	64.1
	Collected vehicles (1,000 units)	358.7	372.8	353.0
	Recycling rate (%) ^{*1}	99.4	99.3	99.4

*1 Recycling rate is calculated on weight basis.

Collection of ELVs (motorcycles)

	FY2022	FY2023	FY2024
Recycling rate (%) ^{*2}	97.8	97.8	97.8

*2 Recycling rate is calculated on weight basis.

Environmental Accounting

Cost of conserving the environment

(hundred million yen)								
Category	Details		Trends			FY2024		
			FY2021	FY2022	FY2023	Investment	Expenses	Total
Business area costs	Pollution prevention	Anti-pollution measures such as preventing air pollution and water contamination	5.2	9.0	15.0	11.3	7.9	19.2
	Conserving the environment	Prevention of global warming, protection of the ozone layer, etc.	3.9	3.2	6.9	3.9	4.0	7.9
	Recycling of resources	Effective use of resources, waste reduction, recycling, proper disposal, etc.	0.8	5.2	10.7	2.3	13.1	15.4
	Total		9.9	17.3	32.6	17.5	25.0	42.5
Upstream/downstream costs	Collection, recycling, proper treatment, etc., of ELVs and packaging materials		0.2	0.2	0.2	0.0	0.2	0.2
Managerial costs	Employee education, environmental ISO, etc.		6.7	7.0	9.8	0.0	10.9	10.9
Research and development costs	Research and development of products and reduction of their environmental load, research and development to suppress environmental load during production, logistics, and sales stages		610.8	791.8	840.1	163.1	819.3	982.4
Social activities costs	Nature conservation and greening activities, community interaction, donations, information disclosures		0.8	1.1	1.1	0.0	1.1	1.1
Environmental damage costs	Soil and nature restoration		0.4	0.4	0.1	0.5	0.2	0.7
Total			628.8	817.8	884.0	181.1	856.6	1037.7

Effects of conserving the environment

(hundred million yen)						
Target			FY2020	FY2021	FY2022	FY2023
Economic effect	Energy cost reduction		2.3	1.9	2.0	2.6
	Waste management cost reduction		0.1	0.1	0.2	0.1
	Resource saving (including recycling and valuable resource disposal)		27.4	42.1	54.1	57.0
	Total		29.8	44.0	56.3	59.7

Climate Change

Disclosure of GHG emissions in the entire value chain, Scopes 1, 2, and 3

Third party guaranteed items are marked with checks (10,000 t-CO ₂)				
	FY2022	FY2023	FY2024	
Entire value chain (total of Scope 1, 2, and 3)	10,370	10,871	11,091	
Direct emissions from corporate activities (Scope 1 ^{*1})	42	41	41	✓
Japan	15	15	14	
Overseas	27	26	27	
Indirect emissions from energies (Scope 2 ^{*1})	72	54	49	✓
Japan	28	11	3	
Overseas	45	43	46	
Emissions from corporate activities (total of Scope 1 and 2)	114	95	90	
Emissions from use of products by users (Scope 3: Category 11) ^{*2}	8,270	8,558	8,633	✓
Other emissions (other than Scope 3: Category 11)	1,986	2,217	2,368	
Other indirect emissions (total of Scope 3)	10,256	10,775	11,001	

[FY2024 Emissions Calculation Parameters and Reporting Standards]

^{*1} <Scope 1 and 2>

- Boundary: Suzuki Motor Corporation, 68 domestic manufacturing and non-manufacturing subsidiaries and 37 overseas manufacturing and non-manufacturing subsidiaries
- Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)
- Calculation method: Scope 2, calculated based on the GHG Protocol's market standards
- Emission coefficients
- Electricity: The latest basic emission factors by electric utility (FY2023 results, published on August 1, 2025) by electricity provider for Japan, and IEA Emissions Factors 2024 for overseas
- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are those released by suppliers.

^{*2} <Scope 3 Category 11>

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

Amount of energy consumed by the Suzuki Group

(GWh)			
	FY2022	FY2023	FY2024
Global total	3,455	3,475	3,490
Japan	1,360	1,377	1,315
Overseas	2,095	2,098	2,175

Calculation range: Suzuki Motor Corporation and 68 domestic and 37 overseas manufacturing and non-manufacturing subsidiaries (includes consumption of renewable energies generated within sites)

Sales of models equipped with hybrid systems (HEV) and CNG^{*}

(1,000 units)										
	By geographic region	FY2022			FY2023			FY2024		
		Total units	Number of installed units	Ratio	Total units	Number of installed units	Ratio	Total units	Number of installed units	Ratio
HEV	Japan	627	324	51.7%	674	358	53.1%	718	406	56.5%
	India	1,645	296	18.0%	1,794	266	14.8%	1,795	246	13.7%
	Europe	171	156	91.2%	236	214	90.7%	220	210	95.5%
	Other	557	24	4.3%	464	41	8.8%	411	112	27.3%
	Total	3,000	800	26.7%	3,168	879	27.7%	3,144	974	31.0%
CNG	India	1,645	329	20.0%	1,794	483	26.9%	1,795	620	34.5%
HEV+ CNG	Total	3,000	1,129	37.6%	3,168	1,362	43.0%	3,144	1,594	50.7%

^{*}Hybrid vehicles only in Japan, Europe, and other regions. Some hybrid units under Other were hybrid units exported from Japan and India. HEVs include Mild Hybrid, S-ENE CHARGE, and SHVS.

<Automobiles> Trends in reducing global average CO₂ emissions of new vehicle sales*

(%)						
	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Trends in reducing global average CO ₂ emissions of new vehicle sales*4 (compared with FY2010)	30	23.5	23.7	25.8	28.5	30.1

*Global average CO₂ emissions of new models are calculated using Company regulations based on CO₂ emissions (fuel efficiency) that were measured under the specified method of each country.

<Automobiles> Average CO₂ reductions in main markets

(%)					
	FY2020	FY2021	FY2022	FY2023	FY2024
Average CO ₂ reduction in Japan (passenger cars)* (compared to FY2010)	81	80	80	80	79
Average CO ₂ reduction in Europe (compared to 2010)	73	72	70	72	70
Average CO ₂ reduction in India (compared to FY2010)	76	75	73	71	70

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

<Motorcycles> Trends in reducing global average CO₂ emissions of new models

(%)						
	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Trends in reduction rates per unit of global output (compared to FY2010)	15	11	12	13	14	15

<Outboard motors> Trends in reductions of global CO₂ emissions per unit output

(%)						
	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Trends in reduction rates of global CO ₂ emissions per unit of output (compared to FY2010)	14	14	13	17	20	16

Global CO₂ emissions performance

(1,000 t-CO ₂)						
	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Suzuki		257	238	241	129	79
Domestic manufacturing subsidiaries		85	78	80	47	17
Overseas manufacturing subsidiaries		596	671	683	660	698
Total		938	988	1,004	835	797
Intensity (t-CO ₂ /unit)		0.357	0.352	0.313	0.256	0.243

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Amount of renewable energy (amount of CO₂ reduced)

(t-CO ₂)					
	FY2020	FY2021	FY2022	FY2023	FY2024
Small-scale water power generation (Kosai Plant)	0	0	29	26	9
Wind power generation (Kosai Plant, training center)	712	626	598	688	360
Solar power Maruti Suzuki India Limited, Pak Suzuki Motor Co., Ltd., etc.	8,465	19,806	23,113	30,244	44,360
Solar power Makinohara, Hamamatsu Plant, etc.	17,978	17,034	17,279	17,700	16,922
Total	27,155	37,466	41,019	48,658	61,651

CO₂ emissions from domestic transportation

	FY2020	FY2021	FY2022	FY2023	FY2024
CO ₂ emissions (1,000 t-CO ₂)	38	34	38	39	41
CO ₂ emissions per net sales (t-CO ₂ /million yen)	0.0220	0.0200	0.0167	0.0149	0.0154

Air Conservation

SOx and NOx emissions

	FY2020	FY2021	FY2022	FY2023	FY2024
SOx emissions*1	3	2	0.05	0.05	0.03
NOx emissions	66	67	69	51	47

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

VOC emissions from painting processes

	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Total VOC emissions (tons)	45.3*2	3,351	2,964	3,560	4,008	3,993
VOC emissions intensity (g/m ²)		43.1	45.1	46.1	47.0	48.9

*2 40% reduction compared to FY2000
[Scope of aggregation] Domestic plants with painting processes for automobile bodies, motorcycles, and bumpers (Iwata Plant, Kosai Plant, Sagara Plant, and Hamamatsu Plant)

Water Resources

Water use globally

	Target	FY2020	FY2021	FY2022	FY2023	FY2024
Suzuki (10,000 m ³)	2.52*1	332	309	313	317	322
Domestic manufacturing subsidiaries (10,000 m ³)		81	75	90	86	86
Overseas manufacturing subsidiaries (10,000 m ³)		402	437	502	474	482
Total (10,000 m ³)		815	821	904	877	890
Amount per global automobile production unit (m ³ /unit)		3.11	2.92	2.81	2.67	2.71

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries
*1 Down 10% compared to FY2016

Wastewater globally

	FY2020	FY2021	FY2022	FY2023	FY2024
Suzuki (10,000 m ³)	418	386	369	460	424
Domestic manufacturing subsidiaries (10,000 m ³)	81	74	91	88	85
Overseas manufacturing subsidiaries (10,000 m ³)	143	175	170	158	155
Total (10,000 m ³)	642	635	631	705	664
Wastewater per global automobile production unit (m ³ /unit)	2.5	2.3	2.0	2.1	2.0

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Recycling of Resources

Global raw material input

	(1,000 tons)		
	FY2022	FY2023	FY2024
Iron	1,216	1,326	1,340
Aluminum	165	181	179
Resin	91	101	93
Recycled resin	1	0.5	0.5

[Scope of aggregation] Suzuki, 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

<Automobiles> ASR recycling rate and vehicle recycling rate

		(%)				
	Standard*1	FY2020	FY2021	FY2022	FY2023	FY2024
ASR recycling rate	70 or higher	96.4	96.4	96.7	96.5	96.5
Vehicle recycling rate (figure converted into percentage of vehicle)		99.3	99.3	99.4	99.4*2	99.4

*1 Legal standard for FY2015

*2 Vehicle recycling rates prior to FY2023 have been retroactively revised due to a revision of the calculation method.

<Motorcycles> Recycling rate of Suzuki motorcycle products

		(%)				
	Target*3	FY2020	FY2021	FY2022	FY2023	FY2024
Recycling rate (percentage of recycling)	95 or higher	98.0	97.7	97.8	97.8	97.8

*3 FY2015 target

Group total waste disposal

	(1,000 tons)				
	FY2020	FY2021	FY2022	FY2023	FY2024
Suzuki	113	116	121	131	138
Domestic manufacturing subsidiaries	16	16	17	20	20
Total	129	132	138	151	158

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries

Group landfill waste amount

	(tons)				
	FY2020	FY2021	FY2022	FY2023	FY2024
Suzuki	0	0	0	0	0
Domestic manufacturing subsidiaries	0	0	0.1	0.04	0.04
Total	0	0	0.1	0.04	0.04

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries

Chemical Substances

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

					(tons)
	FY2020	FY2021	FY2022	FY2023	FY2024
Handled amount	3,125	2,965	3,092	3,666	3,590
Amount emitted and transferred	1,147	1,090	1,205	1,389	1,384

[Scope of aggregation] Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant (Sagara Proving Grounds), Hamamatsu Plant, Motorcycle Technical Center (Ryuyo Proving Grounds), Marine Technical Center, and Shimokawa Proving Grounds (from FY2020)

Social Contribution Activities at Suzuki's Domestic Plants

- ▼ Kosai Plant
- ▼ Iwata Plant
- ▼ Sagara Plant
- ▼ Hamamatsu Plant
- ▼ Osuka Plant

Kosai Plant

Voluntary cleanup activities on roads around the Kosai Plant

As part of environmental conservation, we perform cleanup activities on roads around the plant twice a year together with supplier companies located in the plant site (a total of 80 people). In addition, to raise environmental awareness, we also made appeals to employees and suppliers to promote no littering and traffic safety.



Traffic safety guidance around the Kosai Plant

We conduct traffic safety guidance at crossings on employees' commuting roads and around the plant, aiming to promote seatbelt use and improve traffic manners and prevent traffic accidents mainly at intersections. In FY2024, a total of 600 employees participated in this activity on streets and cooperated to build a safe and comfortable town.



Efforts for traffic safety

New employees assigned to the Kosai Plant undergo in-house training, safety training at driving schools, and on-the-road lessons to ensure they comply with traffic laws and manners and set an example for the local community.

Plant field trips for elementary schools

In FY2024, we conducted tours for 4,277 students from 65 elementary schools at Suzuki Kosai Plant. Tours start with an overview of the plant, and then we explain the various processes while students observe them beside the work lines. Students on their first plant tours observed processes with deep interest.



Acceptance of workplace tours

We accept workplace tours, principally involving high school students, to help deepen the participants' understanding of automobile manufacturing and create new fans of Suzuki.

A total of 110 students from 32 schools visited the Kosai Factory and learned about the manufacturing industry through factory tours and other activities, ensuring that any students who might come to work with us have no misconceptions about their new jobs.

Science Experience for Youth

We participated in the 24th Science Experience for Youth, which was held on December 14, 2024. Companies in Kosai City gathered together in the Main Arena of Kosai Amenity Plaza.

At the Suzuki Kosai Plant, we offered participants the opportunity to make Jimny steel plates using a mini press machine and mini plastic molding machine. A total of 110 customers, mostly children, visited the Suzuki booth and enjoyed the process of making things with their families.



Iwata Plant

Voluntary cleanup around the plant

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



Efforts for traffic safety

We regularly provide guidance by patrolling the areas around the plant by the plant's traffic safety group members to improve traffic manners and prevent traffic accidents by employees.

We also reconfirm that new employees who have been assigned to the Iwata Plant comply with traffic laws, regulations, and manners, and conduct safety education and on-road training at driving schools in addition to driver checks (driving aptitude evaluations) so that, as automobile manufacturing employees, they can serve as role models to people in the local community.



Opinion exchanges with local residents

We hold information exchange meetings about Suzuki's business details and the environmental efforts of the Iwata Plant to communicate and build friendly relationships with local residents.

Field trips

We conduct in-person field trips for local elementary school students. We also conduct online social studies field trips connecting schools and factories, and online Q&A sessions connecting the Suzuki History Museum and factories.

In fiscal year 2024, at the Iwata Factory, we conducted in-person social studies field trips for 456 students from nine schools, online social studies field trips for 3,477 students from 43 schools, and online history museum Q&A sessions for 207 students from two schools, delivering voices from the manufacturing workplace to a total of 4,140 children from 54 schools.

Participating in Okegayanuma nature conservation activities

We are committed to efforts to contribute to the communities in which we are deeply rooted, and coordinated with natural preservation groups to participate in nature conservation activities in Okegayanuma.



Sagara Plant

Voluntary cleanup around the plant

At our Sagara Plant, we actively work to maintain the local environment, reflecting an emphasis on co-existence with the local community. We conduct local environmental maintenance activities four times a year, in which we clean up areas around the plant together with personnel from the Sagara test course and affiliated companies inside the Sagara office. In FY2024 (April-March) 81 people participated. We have also conducted weeding activities as part of the cleanups since FY2022, which has reduced retention of litter, and thus reduced the amount of garbage collected (amount of garbage collected: 147 kg in FY2022, 108 kg in FY2024). We will continue cleanup activities and work to preserve the local environment.



Joint drills for external oil leaks

Previously, each department held its own emergency drills, with the primary focus on measures to prevent leaks. Therefore, in November 2024, we held a leak response drill envisaging an external leak for the entire business site. This drill confirmed the response procedures in the event of a leak into a stormwater management reservoir or river. The drill highlighted issues with our procedures and equipment, and proved to be an effective activity for preventing environmental pollution by solving these issues.



Opinion exchanges with local residents

An annual opinion exchange meeting is held in February every year to provide information on topics such as Suzuki's business activities and environmental efforts to local residents, and to listen to their opinions.

In February 2024, we conducted an opinion exchange meeting and plant tour with members of the local community association and Makinohara City Hall.

Elementary school field trips

In FY2024, we conducted a social studies field trip for fifth grade elementary school students, with 4,980 students from 78 schools visiting the Sagara Plant. These activities are enabling children, the future leaders of tomorrow, to experience the joys of manufacturing.

Participating in the Welcome Home Project sponsored by Makinohara City

To ensure that children who grow up in Makinohara City can contribute to the future of their hometown, the Sagara Factory is also participating in a project to support local employment in collaboration with local companies, supporting financial institutions, and the city.

Specifically, we held company information sessions, accepted internships, and accepted job shadowing programs.

Efforts for traffic safety

We conduct traffic safety guidance activities around the plant during national (prefectural) traffic safety campaign periods. We also conduct driving checks when employees leave work and speed checks within the plant premises. We also provide training to employees using dashcam and accident videos to raise awareness of safe driving. In addition, new employees undergo safe driving training at a driving school every year. We also conduct skills training such as back-up training, on-road driving, and hazard prediction drills, as well as driving aptitude tests. We hope to prevent accidents among young people, who have higher incident rates.



Hamamatsu Plant

Sidewalk cleanup activities around the plant

In June and November, we picked up trash and cut the grass around the plant. Approximately 25 people participated each time in this activity, which we conduct regularly as part of environmental maintenance. During the cleanup activities, we also further contribute to society by engaging in a greeting campaign with local residents.



Efforts for traffic safety

We are conducting an initiative in April to remind new employees assigned to the Hamamatsu Plant of their obligation to comply with traffic laws and proper etiquette. In order to make sure that our employees serve as models for other workers in the automobile manufacturing industry, we had them undergo safety training at driving schools and on-road driving lessons. We also hold safe driving classes for young people provided by the Hosoe Police Station Traffic Section, aiming to increase awareness of safe driving.



Participation in street-side guidance with local safe driving management association

We participate in street guidance sessions organized by the Hosoe District Safe Driving Management Association, encouraging students on their way to school and local residents to drive safely.



Interaction with the local community

On October 18, 2024, fifth graders from Miyakodaminami Elementary School participated in a plant tour. By touring an actual manufacturing site and getting to ride a real motorcycle, the elementary school students were able to become familiar with motorcycles and gain a better understanding of what makes them so appealing. We later received feedback from the students, who said things like "it was so cool," "I learned a lot," and "I want to work here too," which was very motivating for our employees.



Online field trips directly connected with Suzuki Plaza and the Hamamatsu Plant

We conducted online field trips for elementary school students from Hamamatsu City, connecting schools directly to Suzuki Plaza and the Hamamatsu Plant. During these field trips, 3,964 children from 49 schools got the chance to speak with the workers who actually work on the factory floor. The highly curious elementary students asked a variety of questions, making the initiative a very satisfying experience.



Osuka Plant

Voluntary cleanup around the plant

We periodically pick up trash around the plant with the aim of environmental beautification. In FY2024, we once again conducted four cleanup activities mainly along the roads around the plant. We will continue to conduct environmental education for employees and engage in environmental conservation.



Publishing environmental newsletters

We publish environmental news twice a year in June and November at the Osuka Plant introducing environmental efforts made by the plant. We will continue to issue these newsletters as one aspect of our educational activities to always think about the environment.

Environmental news

Voluntary cleanup around the plant

As part of our environmental conservation activities, we conduct employee cleaning activities around our plant.

This fiscal year, we cleaned up after the Mikumano Shrine Festival as well as cleaning the area around the plant in June and September.

A total of 71 employees participated in environmental activities. We also plan to conduct cleaning activities in December and March.



Improvement of greening

We cut the grass around the plant.

We removed the vines that were crawling up the trees, and pruned the branches of the trees that had grown out to one side.

We will continue to periodically carry out greening improvements.

Holding meetings with neighborhood associations

We invited the 14 district heads of wards and deputy heads of wards of the 7 associations (1 association and 3 people were absent) around the plant to the factory to provide an overview of the plant and its environmental initiatives, including a tour of the plant.



Odor monitoring sensor installed

In order to manage odors at the Osuka Plant, sensors were added in two locations on the west side of Plant 3 as part of an odor monitoring system. With the painting process moving from Plant 2 to Plant 3, we will implement a 24-hour odor monitoring system to prevent odor complaints from residents living to the north, and we will assess and analyze the current situation in order to improve odors.

Cleanup activities after the Grand Festival at a local shrine

After the local Mikumano Shrine Grand Festival, employees participated in cleanup activities around the shrine. In FY2024, new employees and others again participated in the cleanup activities with local residents. This has become an annual event established in the community, with many board members of the community association expressing their appreciation, and will continue in the future.



Conducting traffic safety guidance on streets

During the national traffic safety campaign held quarterly, we conducted street-side guidance along the prefectural road leading to the plant's entrance. This activity also connects with awareness-raising activities for members of the public who use the prefectural road, and we intend to continue traffic accident prevention activities going forward.



Areas Included in the Environmental Initiatives

Suzuki Consolidated Subsidiaries

Domestic manufacturing subsidiaries (4 companies)

Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd., Suzuki Toyama Auto Parts Mfg. Co., Ltd., and Suzuki Akita Auto Parts Mfg. Co., Ltd.

Domestic sales distributors / Domestic non-manufacturing subsidiaries (64 companies)

Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Hamamatsu Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motorcycle Sales Inc., Suzuki Marine Co., Ltd., Suzuki Finance Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki Business Co., Ltd., etc. (64 companies)


Overseas manufacturing subsidiaries (15 companies)

India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Limited, Suzuki Motor Gujarat Private Limited (from FY2016), Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corporation, Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd. (from FY2018) , Cambodia: Cambodia Suzuki Motor Co., Ltd., Colombia: Suzuki Motor de Colombia S.A., Vietnam: Vietnam Suzuki Corp.

Overseas sales distributors / Overseas non-manufacturing subsidiaries (22 companies)

USA: Suzuki Motor USA, LLC, Suzuki Marine USA, LLC, Suzuki Motor of America, Inc., Canada: Suzuki Canada Inc., France: Suzuki France S.A.S., Italy: Suzuki Italia S.p.A., Germany: Suzuki Deutschland GmbH, Spain: Suzuki Motor Ibérica, S.A.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., China: Suzuki Motor (China) Investment Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Motor de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty) Ltd., India: Suzuki Digital Private Limited, Suzuki R&D Center India Private LTD, Next Bharat Ventures IFSC Private Limited, Next Bharat Venture Fund 1.

Third Party Guarantee



[Note]

The original "Independent Practitioner's Limited Assurance Report" is in Japanese. This English translation is for readers' convenience and reading this translation is not a substitute for reading the original assurance report in Japanese.

Independent Practitioner's Limited Assurance Report
(English Translation)

To Mr. Toshihiro Suzuki, Representative Director and President of Suzuki Motor Corporation

PricewaterhouseCoopers Sustainability LLC
Otemachi Park Building,
1-1-1, Otemachi, Chiyoda-ku, Tokyo

Hideaki Endo
Partner

Yoshitaka Sakurai
Partner

We have undertaken a limited assurance engagement in respect of the information listed below and identified with a ✓ (checkmark) (the "Identified Sustainability Information") in Suzuki Motor Corporation's (the "Company") Sustainability Data Book for the year ended March 31, 2025 (the "Website 2025").


Identified Sustainability Information
The Identified Sustainability Information for the year ended March 31, 2025 are summarized below:

Identified Sustainability Information	Amount (unit)
Greenhouse gas emissions: Scope 1 (direct emissions)	41 (ten thousand tons-CO ₂)
Greenhouse gas emissions: Scope 2 (indirect emissions)	49 (ten thousand tons-CO ₂)
Greenhouse gas emissions: Scope2_Category 11 (emissions from use of sold products)	8,623 (ten thousand tons-CO ₂)

Our assurance was with respect to the information for the year ended March 31, 2025 only and we have not performed any procedures with respect to earlier periods or any other elements included in the Website 2025 and, therefore, do not express any conclusion thereon.

Reporting criteria
The reporting criteria used by the Company to prepare the Identified Sustainability Information (the "Criteria") are set out on the Website 2025 "Disclosure of greenhouse effect gas emitted from the entire value chain" and are summarized below:

PricewaterhouseCoopers Sustainability LLC
Otemachi Park Building, 1-1-1 Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
T: +81 (3) 6212 6820, F: +81 (3) 6212 6821, www.pwc.com/jp/sustainability




Identified Sustainability Information	The reporting criteria used by the Company (the "Criteria")
Greenhouse gas emissions: Scope 1 (direct emissions)	<ul style="list-style-type: none">● Boundary: Suzuki Motor Corporation, 68 domestic manufacturing and non-manufacturing subsidiaries and 37 overseas manufacturing and non-manufacturing subsidiaries● Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)● Calculation method: Scope 2, calculated based on the GHG Protocol's market standards● Emission coefficients<ul style="list-style-type: none">- Electricity: The latest basic emission factors by electric utility (FY2023 results, published on August 1, 2025) by electricity provider for Japan, and IEA Emissions Factors 2024 for overseas- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are those released by suppliers.
Greenhouse gas emissions: Scope 2 (indirect emissions)	Same as above
Greenhouse gas emissions: Scope2_Category 11 (emissions from use of sold products)	<ul style="list-style-type: none">● Boundary: Suzuki Group● Products subject to calculation: Automobiles, motorcycles, onboard motors, motorized wheelchairs, and other Suzuki products● Outline of calculation method<ul style="list-style-type: none">- Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model.- Annual running distance and years of use are based on published information, primarily the IEA SMP Model.- Emissions intensity for each model is based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel).

The Company's responsibility
The Company is responsible for the preparation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Inherent limitations
The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our independence and quality management

- 2 -



We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 "Quality Control for Firms that Perform Audits and Reviews of Financial Statements and Other Assurance and Related Services Engagements", which requires us to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility
Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the following International Standard on Assurance Engagements.

- International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board

These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.


The procedures we performed were based on our professional judgment and included inquiries, observation, inspection, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. We primarily:

- made inquiries of the persons responsible for the Identified Sustainability Information;
- obtained an understanding of the process for collecting and reporting the Identified Sustainability Information at certain sites that were selected on the basis of their inherent risk and materiality to the Company;
- performed analyses of the Identified Sustainability Information to check that data had been appropriately measured, recorded, collated and reported;
- performed limited substantive testing on a sample basis at certain sites that were selected on the basis of their inherent risk and materiality to the Company; and
- considered the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Limited assurance conclusion

- 3 -



Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information for the year ended March 31, 2025 is not prepared, in all material respects, in accordance with the Criteria.

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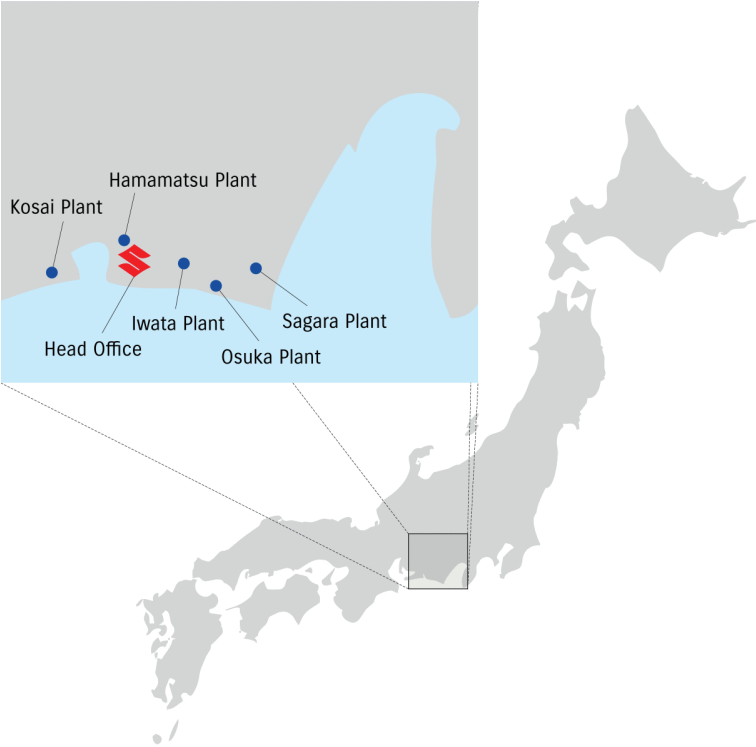
Company Profile

- ▼ Head Office and Domestic Plants
- ▼ Global Network

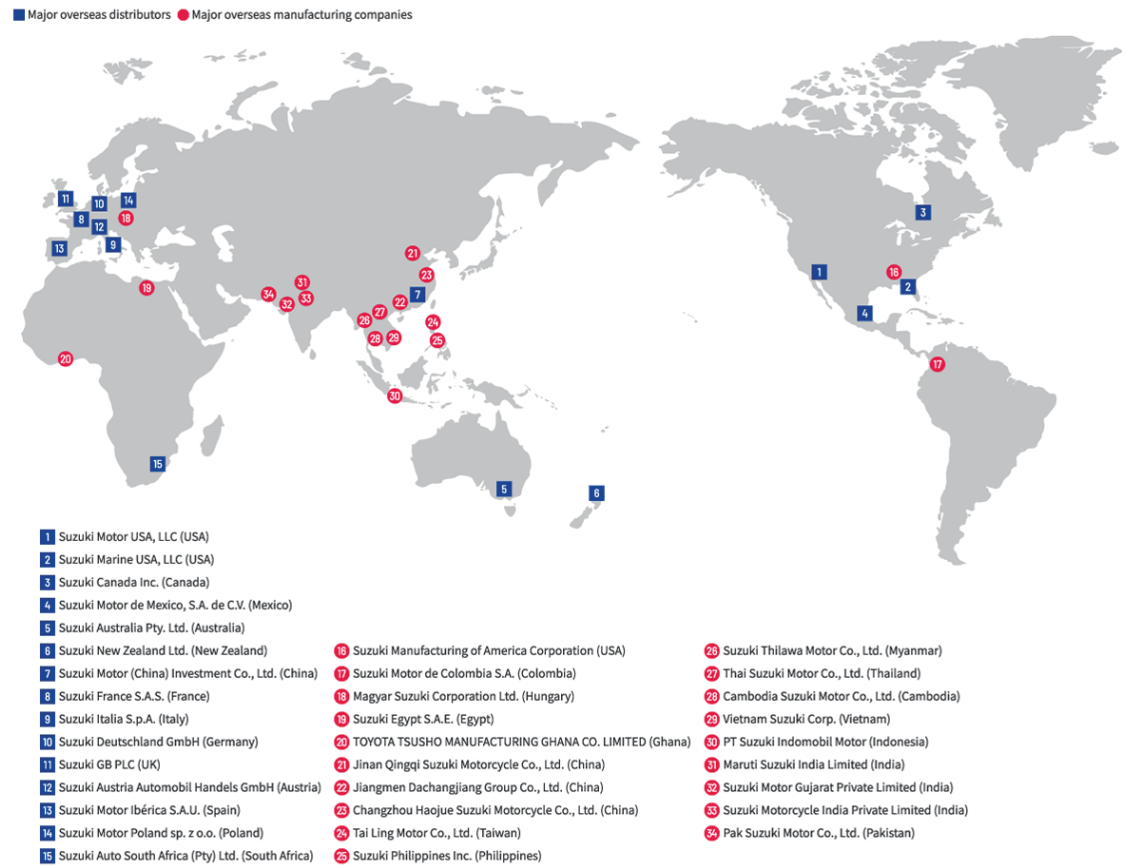
(As of March 31, 2025)

Company name	Suzuki Motor Corporation	Main product line	Automobiles, motorcycles, outboard motors, motorized wheelchairs, etc.
Date of incorporation	March 1920	Capital	138,370 million yen
Address of head office	300 Takatsuka-cho, Chuo-ku, Hamamatsu, Shizuoka 432-8611, Japan	Employees	17,414 (Consolidated total: 74,077)
Representative Director and President	Toshihiro Suzuki		

Head Office and Domestic Plants



Global Network



Company Data

[1. Production and Sales Volume](#)
[2. Financial Data \(Consolidated\)](#)
[3. Employee Information](#)
[4. Others](#)
[5. Major Outside Associations in Which the Company Participates](#)

1. Production and Sales Volume

				Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Automobile	Production Units			Thousand units	2,651	2,822	3,210	3,265	3,296
		Domestic			930	840	954	1,011	995
		Overseas	India		1,721	1,982	2,256	2,254	2,301
					1,440	1,659	1,922	1,984	2,102
	Unit Sales			Thousand units	2,571	2,707	3,000	3,168	3,240
		Domestic			647	561	627	674	718
		Overseas	India		1,924	2,145	2,373	2,493	2,523
					1,323	1,365	1,645	1,794	1,795
	Unit sales of hybrid models			Thousand units	615	626	800	879	974
	Unit sales of "With" series			Units	2,084	2,402	2,161	2,124	2,655
Motorcycle	Production Units			Thousand units	1,497	1,784	1,914	1,914	2,042
		Domestic			67	99	111	101	91
		Overseas			1,430	1,685	1,803	1,813	1,951
	Unit Sales			Thousand units	1,535	1,634	1,859	1,912	2,064
		Domestic			51	53	46	39	35
		Overseas			1,484	1,581	1,814	1,873	2,029

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

2. Financial Data (Consolidated)

			Unit	J-GAAP				IFRS	
				FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
Revenue			100 million yen	31,782	35,684	46,416	53,743	53,575	58,252
	Automobile			28,766	32,048	41,622	48,838	48,696	53,052
	Motorcycle			2,065	2,535	3,332	3,669	3,650	3,981
	Marine			834	980	1,346	1,123	1,117	1,097
	Other			117	121	118	112	112	121
	Domestic			11,740	10,737	12,120	13,128	13,128	14,910
	Overseas			20,042	24,947	34,296	40,615	40,447	43,342
		Europe		4,227	4,181	4,792	7,003	6,918	6,420
		North America		681	794	1,237	1,056	1,035	953
		Asia		12,931	15,901	22,274	25,960	25,979	28,472
		Others		2,202	4,071	5,993	6,594	6,515	7,497
Operating profit			100 million yen	1,944	1,915	3,506	4,656	4,938	6,429
Profit attributable to owners of parent				1,464	1,603	2,211	2,677	3,170	4,161
Capital expenditures			100 million yen	1,709	1,894	2,699	3,215	3,139	3,618
Depreciation				1,365	1,615	1,773	1,972	1,777	1,961
R&D expenses				1,462	1,607	2,056	2,342	2,320	2,656
Interest-bearing debt balance				7,708	6,742	7,638	7,862	7,859	7,253
Total assets			100 million yen	40,364	41,552	45,777	53,856	57,577	59,937
Net assets				20,320	22,637	25,086	31,384	33,844	36,881
Shareholders' equity ratio			%	41.8	45.2	45.4	46.3	47.2	47.0
Earnings per share attributable to owners of parent			Yen	301.65	330.20	455.21	138.40 ^{*1}	163.88 ^{*1}	215.66 ^{*1}
Cash dividends per share (annual)				90.00	91.00	100.00	122	122	41 ^{*2}
ROE			%	9.2	9.0	11.2	11.7	12.6	14.6 ^{*2}

*1 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.

*2 A four-for-one common stock split was conducted on April 1, 2024. For figures until FY2023, the actual dividend amounts before the stock split are shown. For FY2024, the dividend amount after the stock split is shown.

3. Employee Information

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	
Number of employees			Male	Persons	14,220	14,326	14,503	14,795	15,094
			Female		1,853	1,941	2,047	2,160	2,320
			Total		16,073	16,267	16,550	16,955	17,414
Employees with job titles (Of total)			Male	Persons	4,577	4,695	4,892	5,051	5,376
			Female		132	136	156	182	223
			Total		4,709	4,831	5,048	5,233	5,599
Managers (Of total)			Male	Persons	1,185	1,248	1,282	1,319	1,390
			Female		18	20	21	25	31
			Total		1,203	1,268	1,303	1,344	1,421
Ratio of female workers in management roles* ¹			%	1.5	1.6	1.6	1.9	2.2	
Employment rate of people with disabilities			%	2.23	2.35	2.44	2.34	2.44	
New employees			Male	Persons	655	451	567	587	557
			Female		169	144	152	147	166
			Total		824	595	719	734	723
College degree or above (Of total)			Male	Persons	477	285	383	384	378
			Female		104	67	61	83	101
			Total		581	352	444	467	479
Number of mid-career hires			Male	Persons	53	72	114	157	228
			Female		10	25	16	31	48
			Total		63	97	130	188	276
Number of part-time or temporary employees			Male	Persons	218	116	100	129	123
			Female		130	90	77	67	57
			Total		348	206	177	196	180
Digital professionals Number of direct hires in India			Male	Persons	2	2	4	6	9
			Female		0	0	0	1	1
			Total		2	2	4	7	10
Gender wage gap* ¹	All employees		%	64.5	64.3	64.4	64.5	64.5	
	Full-time workers			64.1	64.3	64.0	64.4	65.1	
	Part time or temporary employees			72.6	64.3	67.5	61.2	55.3	
Turnover rate			%	2.21	2.85	3.04	3.26	3.60	
Rate of paid leave taken			%	75.0	85.4	81.4	81.1	80.7	
Childcare	Number of employees using the reduced work hour system for childcare	Male	Persons	7	9	11	10	12	
		Female		278	289	312	336	382	
		Total		285	298	323	346	394	
	Number of employees using the childcare leave system	Male	Persons	63	90	213	289	267	
		Female		80	96	86	101	101	
		Total		143	186	299	390	368	
	Male rate of taking childcare leave* ²		%	—	17.7	43.5	63.1	65.7	
	Reinstatement rate of employees using childcare leave system	Male		100.0	100.0	99.1	99.5	100.0	
		Female		96.6	98.7	96.8	98.8	97.9	
		Total		97.4	99.3	98.0	99.3	99.5	
Family-care	Number of employees using the reduced work hour system for family-care	Male	Persons	0	0	2	2	4	
		Female		4	4	7	7	6	
		Total		4	4	9	9	10	
	Number of employees using the family-care leave system	Male	Persons	3	3	3	2	3	
		Female		2	3	0	3	1	
		Total		5	6	3	5	4	
	Reinstatement rate of employees using family-care leave system	Male	%	66.7	33.3	66.6	50.0	100.0	
		Female		50.0	33.3	—	100.0	100.0	
				60.0	33.3	66.6	80.0	100.0	

*1 Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).
*2 Calculated the rate of taking childcare leave under Article 71-4, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, 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), based on 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).

4.Others

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Others	Number of Outside Directors	Persons	2	3	2	3	4
	Number of consolidated subsidiaries	Company	127	120	119	120	122
	Number of equity-method affiliates		28	31	32	32	35

5. Major Outside Associations in Which the Company Participates

Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Japan Business Federation, The Global Alliance for Sustainable Supply Chain (ASSC), Task Force on Climate-related Financial Disclosures (TCFD)

GRI Standards Reference Table

[Universal Standards](#)
[Topic-Specific Standards](#)

Universal Standards

Item Number	Disclosure	Corresponding Sections
GRI 2: General Disclosures 2021		
1. The organization and its reporting practices		
2-1	Organizational details	> Overview
2-2	Entities included in the organization's sustainability reporting	> Editorial Policy
2-3	Reporting period, frequency and contact point	> Editorial Policy
2-4	Restatements of information	> Editorial Policy
2-5	External assurance	> Third Party Guarantee
2. Activities and workers		
2-6	Activities, value chain and other business relationships	> Establishing a Robust Supply Chain
2-7	Employees	> Employee Data
2-8	Workers who are not employees	—
3. Governance		
2-9	Governance structure and composition	> Corporate governance system > Directors of the Board
2-10	Nomination and selection of the highest governance body	> Corporate Governance > Board of Directors
2-11	Chair of the highest governance body	> Corporate Governance > Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	> Corporate governance system
2-13	Delegation of responsibility for managing impacts	> Corporate Governance Committee
2-14	Role of the highest governance body in sustainability reporting	> Suzuki Group environmental organization
2-15	Conflicts of interest	> Compliance
2-16	Communication of critical concerns	> Corporate Governance Committee
2-17	Collective knowledge of the highest governance body	> Corporate Governance
2-18	Evaluation of the performance of the highest governance body	> Effectiveness evaluation of the Audit & Supervisory Board
2-19	Remuneration policies	> Committee on Personnel and Remuneration, etc. > Policy on Directors' and Audit & Supervisory Board Members' remuneration
2-20	Process to determine remuneration	> Policy on Directors' and Audit & Supervisory Board Members' remuneration
2-21	Annual total compensation ratio	> Executive compensation > Annual Securities Report

Item Number	Disclosure	Corresponding Sections
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> › Message from the President
2-23	Policy commitments	<ul style="list-style-type: none"> › Environmental brand › Suzuki Group's Basic Policy on Respect for Human Rights
2-24	Embedding policy commitments	<ul style="list-style-type: none"> › Suzuki Environmental Vision 2050 › Environmental Policy and Management › Suzuki's Initiatives for Respecting Human Rights
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> › Compliance
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> › Compliance > Whistleblowing system › Product Quality and Safety > Customer Relations Office
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> › Environmental Policy and Management > Situation concerning environmental laws and regulations › Efforts for preventing bribery
2-28	Membership associations	<ul style="list-style-type: none"> › Suzuki Group Code of Conduct › Establishing a Robust Supply Chain
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> › Policy for stakeholders › Building a stable relationship with the labor unions in the Suzuki Group
2-30	Collective bargaining agreements	<ul style="list-style-type: none"> › Suzuki Group Code of Conduct › Building a stable relationship with the labor unions in the Suzuki Group
GRI3: Material Topics 2021		
3-1	Process to determine material topics	<ul style="list-style-type: none"> › Defining materiality (key issues)
3-2	List of material topics	<ul style="list-style-type: none"> › Materiality matrix
3-3	Management of material topics	<ul style="list-style-type: none"> › Materiality matrix › Efforts for SDGs

Topic-Specific Standards

Item Number	Disclosure	Corresponding Sections
Economic		
GRI201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> › IR Library › Annual Securities Report
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> › Climate Change
201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> › Annual Securities Report
201-4	Financial assistance received from government	—
GRI202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<ul style="list-style-type: none"> › Stable Labor-Management Relations > Wages
202-2	Proportion of senior management hired from the local community	—

Item Number	Disclosure	Corresponding Sections
GRI203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> > Forest conservation activities > Sustainable Local Community > Support for the local community > Risk management > Donation for the construction of seawalls along the Enshu-nada coast
203-2	Significant indirect economic impacts	—
GRI204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	—
GRI205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> > Anti-corruption > Corporate Governance Committee
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> > Efforts for preventing bribery > Suzuki Group's Principles on the Prohibition of Bribery > Compliance-related education
205-3	Confirmed incidents of corruption and actions taken	—
GRI206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	—
GRI207: Tax 2019		
207-1	Approach to tax	> Tax Policy of the Suzuki Group
207-2	Tax governance, control, and risk management	> Tax Policy of the Suzuki Group
207-3	Stakeholder engagement and management of concerns related to tax	> Tax Policy of the Suzuki Group
207-4	Country-by-country reporting	—
Environmental		
GRI301: Materials 2016		
301-1	Materials used by weight or volume	<ul style="list-style-type: none"> > Environmental Policy and Management > Environmental impact and efforts in business operations > Environmental Data
301-2	Recycled input materials used	<ul style="list-style-type: none"> > Resource Circulation > Efforts in recycling > Environmental Data
301-3	Reclaimed products and their packaging materials	> Resource Circulation > Efforts in reusing
GRI302: Energy 2016		
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> > Environmental Policy and Management > Environmental impact and efforts in business operations > Climate Change > Power consumption amount of Suzuki Group > Climate Change > Promoting the use of renewable energy > Environmental Data
302-2	Energy consumption outside of the organization	<ul style="list-style-type: none"> > Environmental Policy and Management > Environmental impact and efforts in business operations > Climate Change > Efforts in domestic transportation > Environmental Data
302-3	Energy intensity	—
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> > Climate Change > Power consumption amount of Suzuki Group > Environmental Data
302-5	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> > Climate Change > Power consumption amount of Suzuki Group > Climate Change > Efforts in design and development > Environmental Data

Item Number	Disclosure	Corresponding Sections
GRI303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> > Water Resources > Efficient use of water resources > Biodiversity > Suzuki Clean Ocean Project
303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> > Suzuki Environmental Vision 2050 > Water Resources
303-3	Water withdrawal	<ul style="list-style-type: none"> > Suzuki Environmental Vision 2050 > Environmental Policy and Management > Environmental impact and efforts in business operations > Water Resources > Environmental Data
303-4	Water discharge	<ul style="list-style-type: none"> > Suzuki Environmental Vision 2050 > Environmental Policy and Management > Environmental impact and efforts in business operations > Water Resources > Environmental Data
303-5	Water consumption	<ul style="list-style-type: none"> > Suzuki Environmental Vision 2050 > Environmental Policy and Management > Environmental impact and efforts in business operations > Water Resources > Environmental Data
GRI304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	> Biodiversity > Environment and ecosystem of the surrounding areas
304-2	Significant impacts of activities, products, and services on biodiversity	—
304-3	Habitats protected or restored	<ul style="list-style-type: none"> > Biodiversity > Forest conservation activities > Biodiversity > Suzuki Clean Ocean Project
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	> Biodiversity > Environment and ecosystem of the surrounding areas
GRI305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> > Climate Change > Disclosure of GHG emissions in the entire value chain > Environmental Data
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> > Climate Change > Disclosure of GHG emissions in the entire value chain > Environmental Data
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> > Climate Change > Disclosure of GHG emissions in the entire value chain > Environmental Data
305-4	GHG emissions intensity	<ul style="list-style-type: none"> > Climate Change > CO₂ emission performance at global manufacturing bases > Environmental Data
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> > Environmental Policy and Management > Environmental impact and efforts in business operations > Climate Change > Disclosure of GHG emissions in the entire value chain > Climate Change > CO₂ emission performance at global manufacturing bases > Climate Change > Amount of renewable energy (amount of CO₂ reduced) > Environmental Data
305-6	Emissions of ozone-depleting substances (ODS)	> Environmental Policy and Management > Environmental impact and efforts in business operations
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<ul style="list-style-type: none"> > Environmental Policy and Management > Environmental impact and efforts in business operations > Air Conservation > Control of SOx and NOx emissions > Environmental Data

Item Number	Disclosure	Corresponding Sections
GRI306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	—
306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> Chemical Substances > Management of substances of concern
306-3	Waste generated	<ul style="list-style-type: none"> Resource Circulation > Total waste discharge amount Environmental Data
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> Environmental Policy and Management > Environmental impact and efforts in business operations Resource Circulation > Flow of waste, etc. Environmental Data
306-5	Waste directed to disposal	<ul style="list-style-type: none"> Environmental Policy and Management > Environmental impact and efforts in Resource Circulation > Flow of waste, etc. Environmental Data
GRI308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> Establishing a Robust Supply Chain > Request for cooperation in continuously reducing risk Chemical Substances > Promotion of green procurement Suzuki Green Procurement Guideline
308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> Establishing a Robust Supply Chain > Request for cooperation in continuously reducing risk Chemical Substances > Promotion of establishment of the substance of concern management system at business partners Chemical Substances > Conformance to regulations concerning chemical substances
Social		
GRI401: Employment 2016		
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> Employee Data
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3	Parental leave	<ul style="list-style-type: none"> Diversity of Human Capital > System for supporting work and family balancing
GRI402: Labor / Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	—
GRI403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> Occupational Health and Safety > Safety and health control system
403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> Occupational Health and Safety > Risk assessment activities Occupational Health and Safety > Incidence of occupational accidents
403-3	Occupational health services	<ul style="list-style-type: none"> Occupational Health and Safety > Employee health
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> Occupational Health and Safety > Initiatives to enhance health literacy
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> Occupational Health and Safety > Strategy Map Occupational Health and Safety > Initiatives for in-house dissemination
403-6	Promotion of worker health	<ul style="list-style-type: none"> Health management
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> Occupational Health and Safety > Risk assessment activities Occupational Health and Safety > Initiatives to enhance health literacy
403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> Stable Labor-Management Relations
403-9	Work-related injuries	<ul style="list-style-type: none"> Occupational Health and Safety > Risk assessment activities
403-10	Work-related ill health	—

Item Number	Disclosure	Corresponding Sections
GRI404: Training and Education 2016		
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> Human Capital Development > FY2024 training data
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> Human Capital Development > Improvement of job competence Human Capital Development > Self-development support
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> Human Capital Development
GRI405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> Diversity of Human Capital Directors of the Board
405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> Employee Data
GRI406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> Respect for Human Rights > On-site inspection of suppliers in Japan Suzuki Group's Basic Policy on Respect for Human Rights
GRI407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> Stable Labor-Management Relations > Freedom of association and collective bargaining
GRI408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> Respect for Human Rights > Ascertaining the status of respect for human rights
GRI409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> Respect for Human Rights > Ascertaining the status of respect for human rights
GRI410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	—
GRI411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	—
GRI412: Human rights assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> Respect for Human Rights > Ascertaining the status of respect for human rights
412-2	Employee training on human rights policies or procedures	<ul style="list-style-type: none"> Respect for Human Rights > Human rights due diligence
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<ul style="list-style-type: none"> Suzuki CSR Guidelines for Suppliers Establishing a Robust Supply Chain > Declaration of Partnership Building

Item Number	Disclosure	Corresponding Sections
GRI413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> > Sustainable Local Community > Initiatives to solve community issues > Sustainable Local Community > Support for the local community
413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	> Suzuki CSR Guidelines for Suppliers
414-2	Negative social impacts in the supply chain and actions taken	—
GRI415: Public Policy 2016		
415-1	Political contributions	—
GRI416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	> Product Quality and Safety > Product quality measures
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	> Product Quality and Safety > Recalls
GRI417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	—
417-2	Incidents of non-compliance concerning product and service information and labeling	—
417-3	Incidents of non-compliance concerning marketing communications	—
GRI418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—
GRI419: Socioeconomic compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	—

TCFD Reference Table

[Governance](#)
[Strategy](#)
[Risk Management](#)
[Metrics and Targets](#)

Governance

Recommended disclosures	Relevant places
a) Describe the board's oversight of climate-related risks and opportunities.	> Organizational structure related to climate change risks and opportunities
b) Describe management's role in assessing and managing climate-related risks and opportunities.	

Strategy

Recommended disclosures	Relevant places
a) Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term.	> Climate-related risks and opportunities, scenario analysis > Climate-related risks and opportunities for Suzuki
b) Describe the impact of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning.	
c) Describe the resilience of the Company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	

Risk Management

Recommended disclosures	Relevant places
a) Describe the Company's processes for identifying and assessing climate-related risks.	> Risk management system
b) Describe the Company's processes for managing climate-related risk.	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.	

Metrics and Targets

Recommended disclosures	Relevant places
a) Disclose the metrics used by the Company to assess climate-related risks and opportunities in line with its strategy and risk management process.	> Indicators and targets > Basic policy > Suzuki's environmental targets (Short-term/Medium-term/long-term) > Environmental plan > Disclosure of GHG emissions in the entire value chain
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
c) Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	

Editorial Policy

▼	Period Covered	▼	Date of Publication	▼	Referred Guidelines	▼	Information Covered	▼	Disclaimer	▼	Publisher
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Suzuki Sustainability web site introduces various ESG (Environmental, Social and Governance) initiatives conducted by the Suzuki Group. For this fiscal year, we have further enhanced its contents, aiming to deepen understanding of the Group's initiatives among our stakeholders.

The site has developed an ESG index, organized according to the categories of ESG (Environmental, Social, and Governance), to make it easier to access information.

Period Covered

The Period Covered by this report is FY2024 (from April 1, 2024 through March 31, 2025). However, this report also contains descriptions of some activities which took place before or after that time period.

Date of Publication

- ◉ Date of previous publication: December 2024
- ◉ Date of publication: October 2025
- ◉ Scheduled date of next publication: October 2026

Referred Guidelines

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

Information Covered

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

"Domestic plants" in this report refers to five plants in Japan: Kosai Plant, Iwata Plant, Sagara Plant, Hamamatsu Plant and Osuka Plant.

Disclaimer

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

Publisher

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