



Suzuki Sustainability Web

2026

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Sustainability

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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 been working to stay connected to customers and convey to them the passion we put into our products. This enhances Suzuki's value and ensures that 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, are lightweight and fuel efficient, and 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.

To evolve into a sustainable company while staying close to customers, Suzuki will, based on a multi-pathway approach, work to improve the efficiency of internal combustion engines and adapt to carbon-neutral fuels, while also advancing the development of just-right electrification technologies and hybrid technologies that combine these elements. By adapting these technologies to local communities and lifestyles and combining them in the most optimal way, we aim to achieve carbon neutrality. We will continue to strive 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 the many other demands from society.

Our corporate slogan, "By Your Side," 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, but also conducting new initiatives, taking on discontinuous challenges, and growing both as a company and as individuals. Moving forward, we aim to become "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, look ahead with excitement to what's next for Suzuki.

Basic Policy and Promotion Structure

▼ [Basic Policy Regarding Sustainability](#) ▼ [Promotion Structure](#)

Basic Policy Regarding Sustainability

As part of efforts to strengthen the management foundation, Suzuki will actively engage in initiatives such as achieving carbon neutrality and developing human resources.

We will address various social issues with solutions that embody the Suzuki spirit, based on the Mission Statement and Philosophy of Conduct, and we will grow together with the countries and regions where we conduct business by developing products and services by focusing on the customer.

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 motorized 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. This led to a business tie-up with General Motors and to our selection as a partner for India's national car development initiative, resulting in the establishment of a joint venture and a major leap forward in our overseas expansion. 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 Hansalpur Plant, Gujarat, India

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.

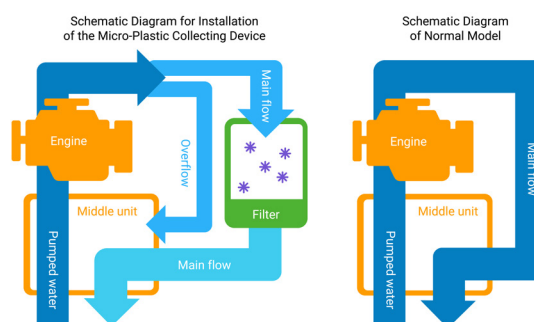
Moreover, in emerging countries, Suzuki's specialty of providing affordable, high performance compact cars matches the needs of first time car buyer customers, enabling many of them to enjoy a comfortable, affluent lifestyle with an automobile.



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.



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 vehicles such as HEV, CNG (CBG), and vehicles compatible with ethanol-blend fuels (FFVs, E20) in addition to BEVs, in combinations that are suited to each 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.

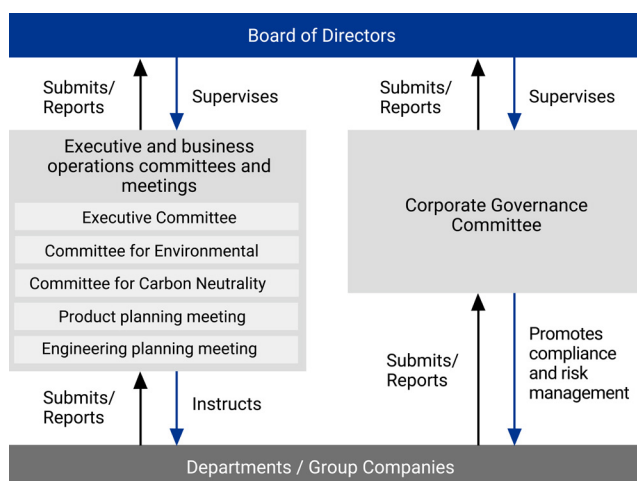


Biogas plant "BANAS SUZUKI BIOGAS PLANT"



Promotion Structure

Sustainability Promotion Structure



Main sustainability-related agenda items for the Board of Directors(FY2025)

- Carbon-neutral initiatives (EV- and biogas-related)
- Personnel strategy
- KENKO investment for health
- Human rights policy for the entire Group
- Changes to Group governance
- 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

▼ Materiality (Key issues) ▼ Efforts for SDGs

Materiality (Key issues)

We have redefined the corporate materiality (key issues) in line with the formulation of the Mid-Term Management Plan announced in February 2025. As stated in our corporate mission statement “focusing on the customer”, we assessed materiality from both perspectives, which are the impact of our business activities on the environment and society, and the financial impact of environmental and social changes on our business. We gathered and assessed opinions from all divisions, with extensive discussions at the executive management level, and the results were approved by the Board of Directors. We are promoting our initiatives by using the newly identified materiality as the basis of the Company’s sustainability policy. We are planning to review corporate materiality periodically in light of changes in the business environment.

Steps in defining materiality

Step 1	Identify issues by 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.

Suzuki's Materiality

			Major initiatives
Contribution to the Environment and Society	Nature Stewardship	Climate change and energy	In addition to reducing GHG emissions during the product use phase through vehicle weight reduction and the development of multi-pathway technologies, promoting reductions in GHG emissions from business activities by advancing energy-saving initiatives and selecting and implementing the most appropriate energy and technologies based on the region and specific application
		Efficient use of resources including circularity	Promoting resource-saving, reuse, and proper disposal throughout the entire product lifecycle Assessing water risks at each site and business partners, and reducing the amount of water intake
		Biodiversity conservation	Understanding our dependence on and impact on natural capital, promoting efficient manufacturing that minimizes the use of resources and energy, and mitigating the impact on ecosystems by reducing environmental impact Contributing to environmental conservation through reduced exhaust gas emissions in products and reduced environmental impact in production processes
	People and Well-being	Respect for human rights	Promoting awareness of human rights policies in accordance with international standards, and assessing and correcting human rights risks throughout the supply chain (including the prevention of unfair discrimination, forced labor, and child labor) Implementing measures to prevent harassment, operating consultation desks, and providing redress measures
		Product safety, quality and service quality	Establishing and operating a strict quality assurance system at every stage, from product planning through sales and service Improving product safety and quality, and ensuring a swift response to defects that arise in the market and thorough measures to prevent their recurrence
Enhancement of Sustainable Corporate Value	Human Capital Foundations	Human capital development and management	Implementing level-specific training and expanding support for skill development and reskilling to address diverse changes and issues Creating an environment where diverse human capital can actively thrive and improving the workplace environment to enhance employee engagement
		Occupational health and safety	Preventing occupational accidents through risk assessments and safety education Creating workplace environments that are comfortable for both mind and body by improving working environments and promoting health management
	Governance and Organizational Frameworks	Corporate governance and compliance	Strengthening management transparency and supervisory functions by leveraging knowledge of Outside Directors and Outside Audit & Supervisory Board Members and establishing voluntary committees Thorough implementation of internal controls and compliance systems
		Information security	Establishing Group-wide management systems and strengthening cybersecurity defenses Thorough security education for employees and strict management of personal and confidential information
		Resilient supply chain	Sharing our approach to sustainability with business partners and proposing and supporting continuous improvement Reducing environmental impact including decarbonization, and thoroughly implementing social responsibility and respect for human rights, such as responsible mineral procurement

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.



Contribution to the Environment and Society



Nature Stewardship

- Climate change and energy
- Efficient use of resources including circularity
- Biodiversity conservation

People and Well-being

- Respect for human rights
- Product safety, quality and service quality

Enhancement of Sustainable Corporate Value



Human Capital Foundations

- Human capital development and management
- Occupational health and safety

Governance and Organizational Frameworks

- Corporate governance and compliance
- Information security
- Resilient supply chain

Community contribution activities



- Forest conservation activities
- Traffic safety activities
- Educational support activities
- Disaster relief and other 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	For customer satisfaction While keeping in step with the times and taking the opinions of the public into full consideration, use our technologies and sincerity to create useful products of real value that satisfy the customer. Do our best to provide quick, reliable, and stress-free sales and after-sales services in order to enhance customer satisfaction.	<ul style="list-style-type: none"> Marketing activity (sales and after-sales services) Customer Relations Office Customer events Safety driving lectures, etc.
Business partners	For prosperous coexistence 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.	<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	For comfortable and worthwhile workplaces Create a workplace based on the following points that allows for employee self-improvement and advancement. (1) Create a safe and healthy workplace for employees. (2) Create a system that fairly evaluates and supports those who want to take initiative in advancing their careers. (3) Create a good and stable employer-employee relationship.	<ul style="list-style-type: none"> Safety and Health Committee Consultation desk Goal 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	For improvement of corporate value Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce the management base and improve our corporate value.	<ul 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	For a community-friendly company Contribute to the development of local communities through positive communications with local communities and social action programs, and act as a responsible member of society.	<ul style="list-style-type: none"> Local contribution activities in each domestic and overseas office Educational support activity Suzuki Plaza, etc.
Environmental	For global environmental conservation Acknowledge that activities in environmental conservation are the most important part of business management. Promote environmental conservation in accordance with our Suzuki Global Environment Charter through our business activities and products in order to achieve a society with sustainable development.	<ul style="list-style-type: none"> Establishment, promotion, and reporting of the Suzuki Environmental Plan 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/2026/0731.html>



FTSE4Good

FTSE JPX Blossom Japan Index

Created by FTSE Russell, the FTSE JPX 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/2026/0731.html>



FTSE JPX Blossom
Japan Index

FTSE JPX Blossom Japan Sector Relative Index

The FTSE JPX 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/2026/0731.html>



FTSE JPX 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.jpj.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/2026/0911a/>

* The linked page is available in Japanese only.

Acquisition of 2025 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.



Recognized as a 2026 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.



Certified as a DX-Certified Operator

We have been certified as a DX-Certified Operator under the program established by the Ministry of Economy, Trade and Industry (METI).

The DX (Digital Transformation) Certification System is a government initiative based on the Act on Promotion of Information Processing, which certifies companies that meet the fundamental requirements of the Digital Governance Code.

<https://www.suzuki.co.jp/release/d/2025/1219/>

* The linked page is available in Japanese only.





Environment

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Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Mid- to Long-Term Targets and Results

[Environmental Brand](#)
[Suzuki Environmental Vision 2050 –Smaller, Fewer, Lighter, Shorter, Beauty–](#)
[Environmental Plan](#)

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.

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

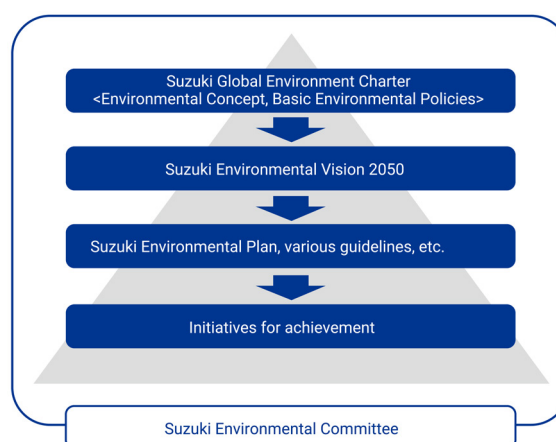
Suzuki Global Environment Charter (Established in 2002 and revised in 2006)

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.



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

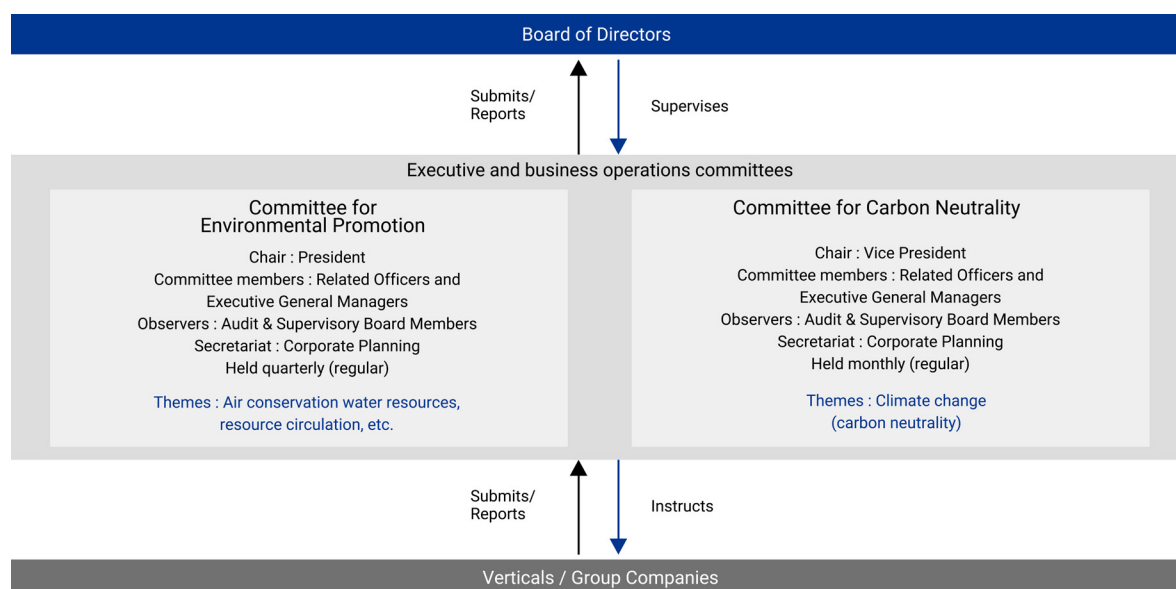
Suzuki Group environmental organization

For the purpose of environmental management across the entire Group, Suzuki has established the Committee for Carbon Neutrality and the Committee for Environmental Promotion as management and operational executive bodies reporting directly to the Board of Directors. The Board of Directors supervises the Committee for Carbon Neutrality and the Committee for Environmental Promotion, and makes final decisions based on the reports from these committees.

The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive deliberations on decarbonization. The Committee for Environmental Promotion holds deliberations on environmental issues other than carbon neutrality, such as the efficient use of resources and the conservation of biodiversity.

The themes of the two committees are clearly distinguished to enhance the effectiveness of meetings and further accelerate decision-making related to climate change response, efficient use of resources, and conservation of biodiversity.

(As of March 2026)



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

“Sho-Sho-Kei-Tan-Bi (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.

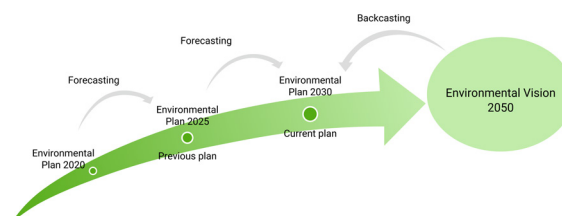
We make the environmental impacts of our business activities smaller and fewer, and make the environmental impact lighter. We shorten the time it takes to tackle various environmental issues. Through these efforts, we aim to realize a future where the Earth remains bountiful and beautiful. Guided by the Philosophy of Conduct “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki strives to realize this vision for the future.

Overall image of Suzuki's Environmental Strategy

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

In addition, this fiscal year, we have established the Suzuki Environmental Plan 2030 to replace the Suzuki Environmental Plan 2025 as part of promoting initiatives for the next five years.

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



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Environmental Plan

Suzuki Environmental Plan 2030

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 have been promoting the development of products that reduce environmental impact and are eco-friendly towards the realization of the Suzuki Environmental Vision 2050 and Milestone 2030.

In light of changes in the social and business environments, we have formulated the Suzuki Environmental Plan 2030 to set our environmental targets for the next five years, replacing the Suzuki Environmental Plan 2025. While carrying forward the approach of Milestone 2030, under this plan, we will promote initiatives to address climate change, use resources efficiently, and conserve biodiversity, aiming both to realize a sustainable society and to enhance corporate value.

Suzuki's Environmental Targets

Theme		Suzuki Environmental Plan 2030	Suzuki Environmental Vision 2050
Climate Change and Energy	Product CO ₂	<ul style="list-style-type: none"> Reduce the Well-to-Wheel^{*1} CO₂ emissions intensity of new automobiles by 40%^{*2} compared to FY2010 	<ul style="list-style-type: none"> Reduce the Well-to-Wheel CO₂ emissions intensity of new automobiles by 90% compared to FY2010 by 2050
	CO ₂ emitted from business activities	<ul style="list-style-type: none"> Total CO₂ emissions from business activities: 42% reduction compared to FY2022 	<ul style="list-style-type: none"> Reduce CO₂ from business activities per sales unit by 80% compared to FY2016 by 2050
Efficient use of resources including circularity	Resource circulation	<ul style="list-style-type: none"> Achieve a sustainable material^{*3} usage rate of 30% Promote circular product design Maximize the resource value of end-of-life vehicles Minimize waste generated from business activities 	<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
	Water Resources	<ul style="list-style-type: none"> Minimize water use in areas facing high water risk through improvements to facilities and operations, contributing to the sustainable use of water resources Reduce the impact on the surrounding environment through efficient water use and appropriate water management tailored to local conditions Water intake intensity 18.5% reduction compared to FY2022 	<ul style="list-style-type: none"> Realize sustainable use of water resources through minimizing load on water environment by 2050
Biodiversity conservation	Pollution	<ul style="list-style-type: none"> Reduce the environmental impact of exhaust emissions from products and wastewater, exhaust gases, and other emissions from manufacturing, contributing to environmental conservation in surrounding communities and society Ensure thorough management based on voluntary standards that are more stringent than regulatory requirements, minimizing environmental risks associated with wastewater, exhaust gases, and other emissions from business activities 	<ul style="list-style-type: none"> Minimize air-polluting substances emitted from business activities and products by 2050
	Biodiversity	<ul style="list-style-type: none"> Assess the dependencies and impacts of corporate activities, including the value chain, on nature (biodiversity) Implement mitigation measures for significant biodiversity-related risks and opportunities and assess their financial impacts 	

*1 Well-to-Wheel: An approach that adds CO₂ emissions from fuel extraction and refining and electricity generation to the CO₂ emitted directly from a vehicle's tailpipe during driving.

*2 In light of changes in the business environment, we are considering reviewing our target framework, including automobiles, motorcycles, and marine products, using this target as a starting point.

*3 To be applied progressively to new passenger car models produced in Japan and Europe from 2030 onward.

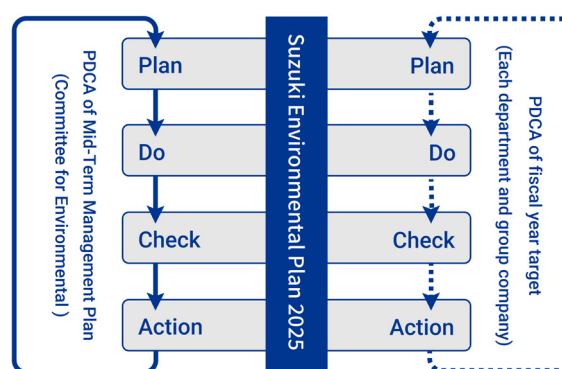
In India, we will draw on the knowledge gained in Japan and Europe to expand adoption while developing the local procurement environment.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Suzuki Environmental Plan 2025

FY2025 marked the final year of the Suzuki Environmental Plan 2025. We reviewed our initiatives to date and identified issues for the future. While we achieved many of the targets throughout the plan period, we fell short of targets for reducing VOC emissions in the painting process and for reducing water consumption in water resource conservation. We take these issues seriously and will analyze their causes to strengthen initiatives aimed at further reducing the environmental impact.

Moving forward, based on the issues identified in this plan, we will proceed with the formulation of the next Environmental Plan and the strengthening of initiatives. At the same time, in order to continue as a sustainable company for the next 100 years, we will further strengthen the response to environmental issues as Team Suzuki, which includes both domestic and overseas affiliates.



Climate change

Subcategory	Concrete implementation/target	Environmental Plan 2025 Final Results
Reducing CO ₂ emissions from products	[Automobiles] • Reduce by 30% compared to FY2010 (per unit sales)	• Achieved 31% reduction compared to FY2010
	[Motorcycles] • Reduce by 15% compared to FY2010 (per unit sales)	• Achieved 15% reduction compared to FY2010
	[Outboard motors] • Reduce by 15% compared to FY2010(CO ₂ emissions per unit output)	• Achieved 18% reduction compared to FY2010
Reducing CO ₂ emissions from business activities	[Production activities] • Reduce by 25% compared to FY2016(per automobile production volume)	• Achieved 26.5% reduction compared to FY2016(0.247t-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	<p>Promoted the installation of energy-saving facilities and the management of energy consumption at development and sales sites.</p> <ul style="list-style-type: none"> • Promoted higher efficiency facilities and LED lighting at engineering division sites • Promoted tracking energy usage and energy-saving activities under the common environmental goal of "aggressively promoting energy-saving activities to suppress global warming by introducing electricity savings and energy-saving facilities" at eight non-manufacturing subsidiaries and 53 sales distributors* in Japan. <p><small>*Eight non-manufacturing subsidiaries: Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., Suzuki Engineering Co., Ltd., etc. 53 sales distributors: 52 affiliate automobile sales distributors in Japan including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc.</small></p>
	[Logistics and other activities] ① Initiatives • 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 rail transportation (modal shift) ② Initiatives • Reduce CO ₂ emissions from Suzuki's entire transportation activities in Japan Reduce CO ₂ emissions per unit of net sales by 9% compared with FY2016	<p>① Results Reduced CO₂ emissions from logistics through modal shift and improved transportation efficiency</p> <ul style="list-style-type: none"> • A modal shift of some truck transportation to rail transportation • Shortening land transport distances for products headed overseas • Optimizing shipping routes and improving loading rates for domestic products <p>② Results • CO₂ emissions per unit of net sales: achieved a 39% reduction compared to FY2016</p>

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Air Conservation

Subcategory	Concrete implementation/target	Environmental Plan 2025 Final 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"> Regarding electricity use in production activities, promoted the introduction of solar power and the purchase of CO₂-free electricity, shifted 44% of total electricity consumption to renewable energy sources. (Reference: 100% in Japan, 20% in India, 1% in other overseas locations) Installed solar power generation systems at 29 affiliate automobile sales distributors (Reference: FY2025 single-year results for 11 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 	<div> <div> [Automobiles] Introduced products that comply with emission gas regulations in each country and region <ul style="list-style-type: none"> India: Obtained certification for ethanol-containing fuel (E20) Europe: Complied with the new emission gas regulations EURO 6e regulations Japan: Installed on-board fuel consumption monitoring (OBFCEM) devices </div> <div> [Motorcycles] <ul style="list-style-type: none"> Strove to reduce exhaust gas emissions and comply with the latest emission gas regulations (the EURO 5 standards and the 2020 domestic emission gas regulations) As part of FY2025 results, began sales of e-ACCESS, Suzuki's first global strategic BEV motorcycle in India in January 2026. </div> <div> [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 the highest rating of three-star rating under the U.S. CARB regulations. </div> </div> <div> <small>*1 Environmental Protection Agency</small> <small>*2 California Air Resources Board</small> <small>*3 Recreational Craft Directive</small> </div>
Reducing VOCs	<div> <div> [Automobiles] <ul style="list-style-type: none"> Reducing VOCs in car interiors </div> <div> [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 </div> </div>	<ul style="list-style-type: none"> Implemented VOCs reductions at the component level for new automobiles produced in Japan and for new automobiles which are produced in India and sold in Japan. Achieved VOCs concentration inside vehicle cabins at the target value set by the automotive industry's voluntary efforts. (Reference: It was the e VITARA as the FY2025 result for automobiles produced in India and sold in Japan.) The target was not achieved, with a 41.4% reduction compared to FY2000. Although we worked to reduce VOCs by switching to water-based paints and improving painting techniques, the use of paint and cleaning thinners increased due to an increase in the production ratio of two-tone painting and quality improvement efforts. We will continue to switch to water-based paints and improve painting techniques.

Water Resources

Subcategory	Concrete implementation/target	Environmental Plan 2025 Final Results
Water resource conservation	[Production activities] <Water use> <ul style="list-style-type: none"> Reduce water use 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 	<Water use> <ul style="list-style-type: none"> The target was not achieved, with an 8.5% reduction compared to FY2016. Although water use temporarily increased, and we failed to achieve the target (a 10% reduction) primarily due to the launch of a new painting plant, we will continue our efforts toward achieving the target in FY2026 as this increase was temporary. Conducted water risk assessments at domestic sites and confirmed that no significant water risks were identified. <Water quality> <ul style="list-style-type: none"> Continued to manage wastewater using voluntary standards that are more stringent than regulatory requirements Assess the environmental and ecological conditions of the rivers near the plants. Continue initiatives to reduce the environmental impact of wastewater and continue appropriate management to protect the ecosystems surrounding the plants.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Resource Circulation

Subcategory	Concrete implementation/target	Environmental Plan 2025 Final Results
Promotion of environmentally conscious design	<p>[Automobiles / Motorcycles / Outboard motors]</p> <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 	<p>[Automobiles]</p> <p>Continued to undertake development and design that give consideration to recyclability</p> <ul style="list-style-type: none"> Improve ease of dismantling: Integration of resin materials, larger and multiple material markings Designs using recycled materials: Phased adoption of recycled materials Material reduction design: More adoption of biomass resins in bumper grilles and more adoption of foam molding Thermoplastic resins: More adoption of thermoplastic resins with easy recyclability for instrument panels and interior trim <p>[Motorcycles]</p> <ul style="list-style-type: none"> Adopted more thermoplastic resins with easy recyclability for functional components around the engine, etc. in addition to exterior and cowl components. (Reference: FY2025 results for GSX-8T/8TT and DR-Z4S/4SM) <p>[Outboard motors]</p> <ul style="list-style-type: none"> Continuing design improvements from the perspectives of ease of disassembly material recycling, replacing materials with recyclable materials and improving the recyclability of aluminum materials Improving ease of disassembly material separability in models equipped with microplastic collection devices by revising the fastening structure (standardization to a screw-and-bolt-nut structure).
Promotion of automobile recycling	<p>[Automobile recycling system]</p> <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 for proper ELV disposal in India 	<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 Established a system for proper disposal of ELVs in India <ul style="list-style-type: none"> The model facility began operations in October 2021, and the cumulative number of ELVs properly disposed of by the end of FY2025 was 20,000 or more. FY2025 disposal results: Approximately 8,000 vehicles (including automobiles, tricycles, motorcycles, and commercial vehicles) Established 50 or more ELV collection sites in northern India
Promotion of 3Rs (reduce, reuse, and recycle) for batteries	<p>[Used lithium-ion batteries]</p> <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"> Established a system for collecting and recycling used lithium-ion batteries to support sales of the e VITARA and to comply with applicable laws and regulations, including the EU Battery Regulation. Developed technology for reusing small lithium-ion batteries recovered from end-of-life vehicles. <ul style="list-style-type: none"> Used as a power source for a cumulative total of 22 solar street lights Installed one piece of signage and completed verification (Suzuki Motor Sales Hamamatsu's Arena Shinohara Plaza)
Waste reduction	<p>[Production activities]</p> <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. Continued to monitor volumes of industrial waste generated, and advanced reduction activities such as improving painting efficiency
Reduction of plastic packaging materials	<p>[Logistics, sales, and other activities]</p> <p><Packaging materials></p> <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 <p>Reduce use of plastic in outboard motor-related materials by 12 tons compared to FY2020</p> <p><Marine></p> <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 	<ul style="list-style-type: none"> Achieved 43 tons reduction compared to FY2020 Achieved zero use of plastic materials in the packaging of finished outboard motors Minimized use of plastic materials and introduced biodegradable materials as alternatives <p>Promoted the three pillars of the Suzuki Clean Ocean Project globally</p> <ul style="list-style-type: none"> Cleaning Activities: 21,157 cumulative participants from FY2021 to FY2025 Plastic-Free Activities: Achieved plastic-free packaging for the main packaging of outboard motors at domestic plants Cumulative reduction of 184 tons from FY2021 to FY2025 Microplastic Collection Devices: Installed microplastic collection devices as standard equipment on all five outboard motor models

Mid- to Long-Term Targets and Results | [Environmental Policy and Management](#) | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Environmental Policy and Management

- ▼ Introduction of Environmental Management System
- ▼ Environmental Training and Awareness
- ▼ Situation Concerning Environmental Laws and Regulations
- ▼ 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

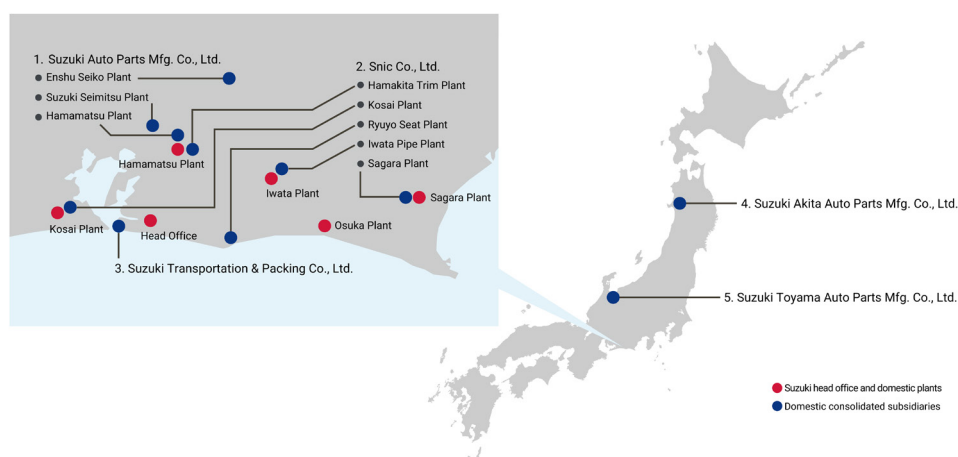
Suzuki is promoting the introduction of ISO 14001 as part of its environmental conservation efforts. ISO 14001 is an international standard for environmental management systems. By obtaining ISO 14001 certification, Suzuki works to comply with environmental laws and regulations and reduce environmental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

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.

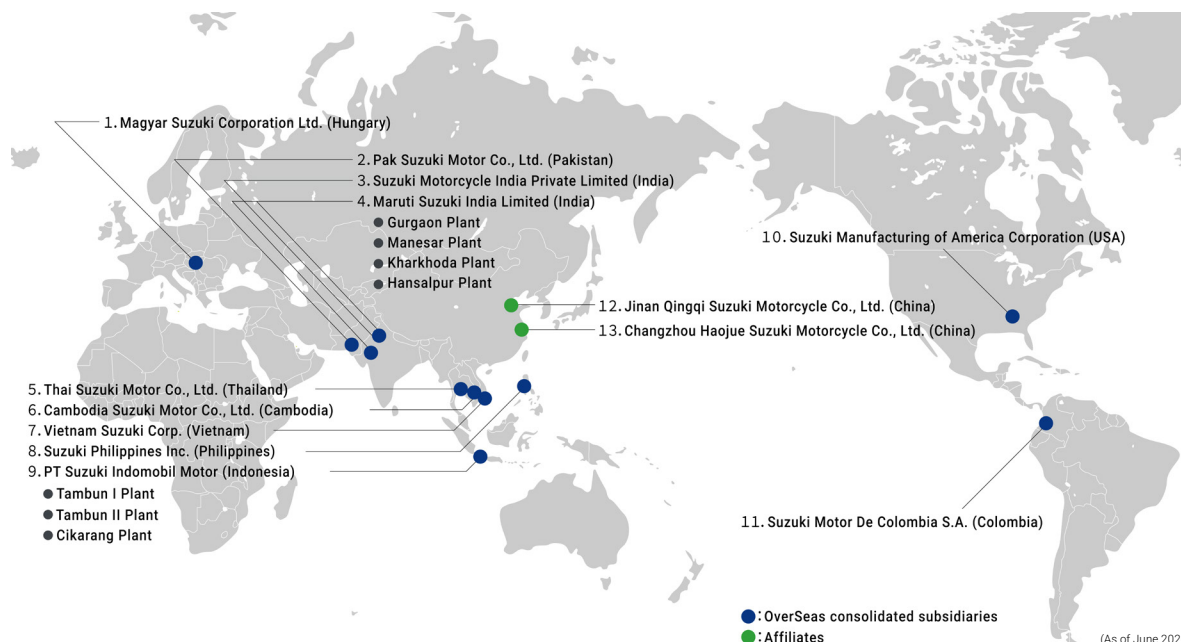
*Out of the total 18 companies and 33 factories, 16 companies and 31 factories have obtained certification.

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 obtained ISO 14001 certification. Of our domestic manufacturing subsidiaries, 10 factories across 4 companies have obtained ISO 14001 certification. Additionally, 11 overseas manufacturing subsidiaries (16 factories) and 2 overseas affiliates (2 factories) have obtained ISO 14001 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 both an annual external audit by a certification body and an annual internal audit.

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



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



Mid- to Long-Term Targets and Results | **Environmental Policy and Management** | Climate change / energy | Efficient use of resources including circularity
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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 incidents, 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 FY2025, there were 6 cases of significant spills* and 4 cases of environmental complaints, all of which were properly taken care of. There were no administrative actions, fines, or penalties associated with 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 exceedances of legal or regulatory limits related to wastewater, air emissions, odors, chemical substances (including oil), and waste, as well as soil and groundwater contamination.

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 regard climate change as a particularly 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 the 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.

* Please check here for details on the GX League:

<https://gx-league.go.jp/>



*Please check here for details on the GX Future League:
<https://gx-future-consortium.go.jp/gxfl-general/>

Cooperation with Other Companies in the Industry

Alliance with Toyota Motor Corporation

Technical area

- ### Production area

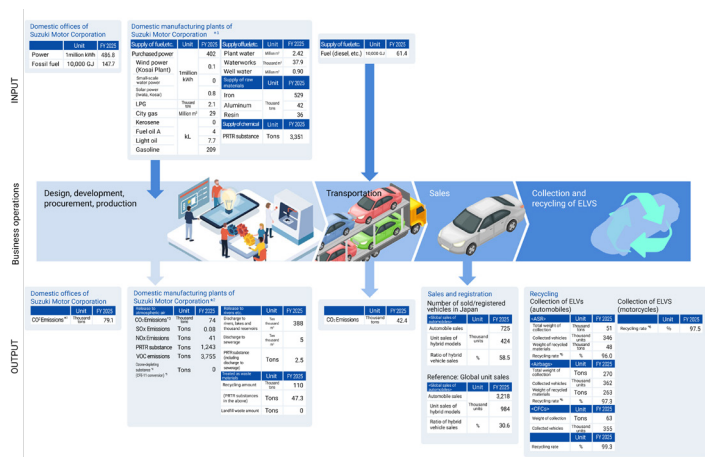
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®Dentsu Creative ®Toyota Kirloskar Motor Private Ltd.

Mutual supply vehicles

*1TKM: Toyota Kirloskar Motor (India)
*2 All model names are those used by Suzuki

Environmental Impact and Initiatives in Business Activities



*6 Recycling rate calculated based on weight

Mid- to Long-Term Targets and Results | Environmental Policy and Management | **Climate change / energy** | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Climate change / energy

- ▼ Basic Concept
- ▼ Efforts Related to Product Use
- ▼ Efforts in Business Activities
- ▼ Efforts at Non-Manufacturing Subsidiaries and Sales Distributors
- ▼ Efforts in the Supply Chain, etc.
- ▼ Biogas project

Basic Concept

In recent years, the increasing severity and frequency of extreme weather events associated with global warming have been causing serious impacts around the world. In these circumstances, under the Paris Agreement, global efforts to limit the rise in temperature to 1.5°C and initiatives to achieve net zero greenhouse gas emissions are accelerating.

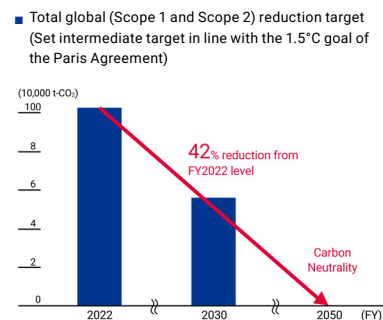
Based on the principles of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki has been providing products with a low environmental impact while working to improve energy efficiency and reduce carbon emissions in production processes. Furthermore, we have adopted “Minimization of Energy” as a technology strategy, and are working to reduce CO₂ emissions by minimizing the energy required throughout the entire product lifecycle.

Going forward, we will further advance our initiatives through lightweight technology, high-efficiency technology, electrification, adoption of carbon-neutral fuels, and expanded use of renewable energy, and we will contribute to achieving the 1.5°C goal through climate science-aligned initiatives.

Carbon neutrality achievement targets

Suzuki has positioned addressing climate change as one of its most important management issues, and aims to achieve carbon neutrality in Scope 1 and 2 globally by 2050. Previously, the growth strategy announced in January 2023 denoted 2070 as the target year for achieving carbon neutrality in India, in line with the Indian Government’s own targets. However, in light of societal requests and international trends, our target has been updated to achieve net-zero Scope 1 and Scope 2 emissions globally by 2050. This target is in line with the 1.5°C goal of the Paris Agreement, and the Company has also set an interim target of reducing CO₂ emissions by 42% from the FY2022 level by FY2030. In addition to its efforts in Scope 1 and 2, Suzuki will continue to work on reducing 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.



Efforts Related to Product Use

Disclosure of the entire value chain's greenhouse gas emissions

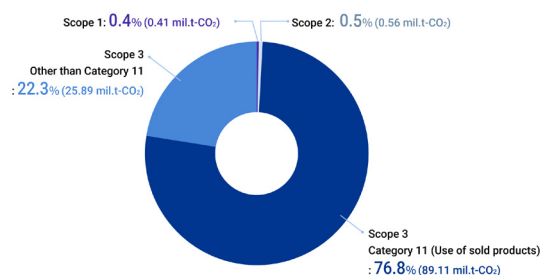
At Suzuki we believe it is necessary to ascertain and disclose greenhouse gas emissions in order to reduce emissions resulting from business activities such as purchasing raw materials and parts and manufacturing and selling products, and since FY2013, this belief has led us to engage in efforts to grasp 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 FY2025 stood at 115.97 million t-CO₂, of which the emissions falling under Scope 3 (indirect emissions from other activities)*1 were 114.99 million t-CO₂ that include 89.11 million t-CO₂ classified into Category 11 (use of products sold by Suzuki)*2 accounting for 76.8% 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.
*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 globally recognized framework for greenhouse gas accounting and reporting 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.

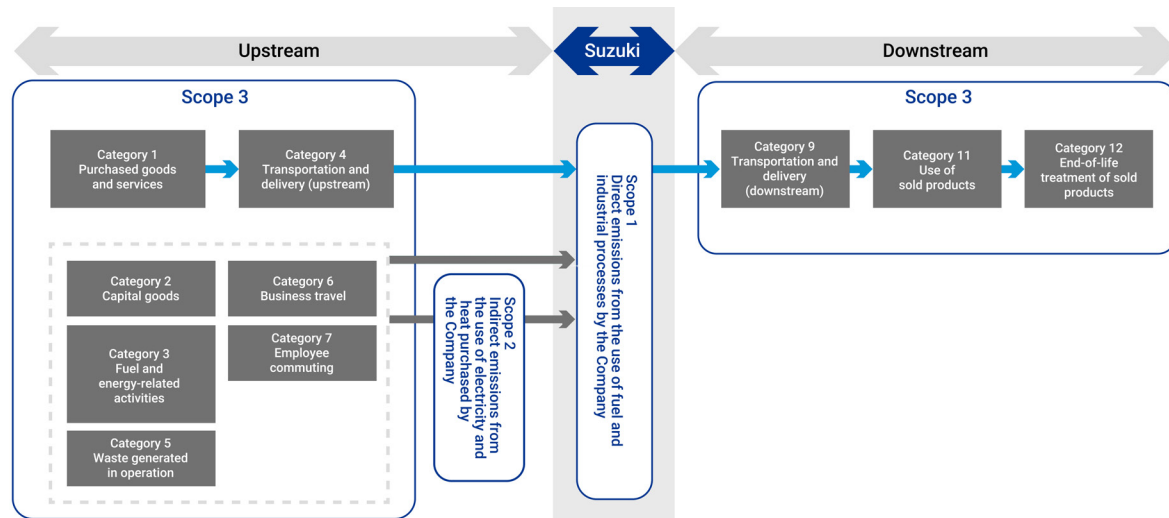
■ Breakdown of FY2025 GHG emissions



Total GHG emissions released from the value chain: 115.97 mil. t-CO₂
[Calculation range] Suzuki Motor Corporation and 68 domestic and 44 overseas manufacturing and non-manufacturing subsidiaries
[Calculation period] From April 2025 to March 2026

Mid- to Long-Term Targets and Results | Environmental Policy and Management | **Climate change / energy** | Efficient use of resources including circularity
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■ 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 excluded because they are outside the scope of calculation.

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

Items marked ✓ have received third-party assurance (10,000 t-CO₂)

	FY2022	FY2023	FY2024	FY2025	
Entire value chain (total of Scope 1, 2, and 3)	10,370	10,871	11,091	11,597	
Direct emissions from corporate activities (Scope 1^{*)})	42	41	41	41	✓
Japan	15	15	14	13	
Overseas	27	26	27	29	
Indirect emissions from energies (Scope 2^{*)})	72	54	49	56	✓
Japan	28	11	3	3	
Overseas	45	43	46	54	
Emissions from corporate activities (total of Scope 1 and 2)	114	95	90	98	
Emissions from use of products by users (Scope 3: Category 11)^{*)}	8,270	8,558	8,633	8,911	✓
Other emissions (other than Scope 3: Category 11)	1,986	2,217	2,368	2,589	
Other indirect emissions (total of Scope 3)	10,256	10,775	11,001	11,499	

[FY2025 Emissions Calculation Parameters and Reporting Standards]

*1 <Scope 1 and 2>

• Boundary: Suzuki Motor Corporation, 68 domestic manufacturing and non-manufacturing subsidiaries and 44 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 (FY2024 results, published on August 3, 2026) by electricity provider for Japan, and coefficients for 2023 from IEA Emissions Factors 2025 for overseas

- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 6.1) 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)

	FY2023	FY2024	FY2025
Global total	3,475	3,490	3,662
Japan	1,377	1,315	1,282
Overseas	2,098	2,175	2,380

Calculation range: Suzuki Motor Corporation and 68 domestic and 44 overseas manufacturing and non-manufacturing subsidiaries (including consumption of renewable energy generated at sites)

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Calculation of GHG 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 quantitatively assesses environmental impacts not only during their use stage but also throughout their whole life cycle from raw material production to disposal. We promote reduction of environmental impacts 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.

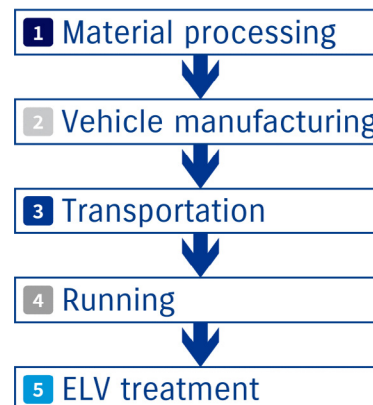
*2 Evaluation results are shown as an index in order to check the relative environmental improvement effect.

*3 Most CO₂ emissions from automobiles occur during the use stage. Suzuki is promoting R&D to reduce CO₂ emissions during the use stage. For example, XBEE reduces CO₂ by approximately 16.3% compared to its predecessor model. Please check here to learn more about Suzuki's next-generation technology.

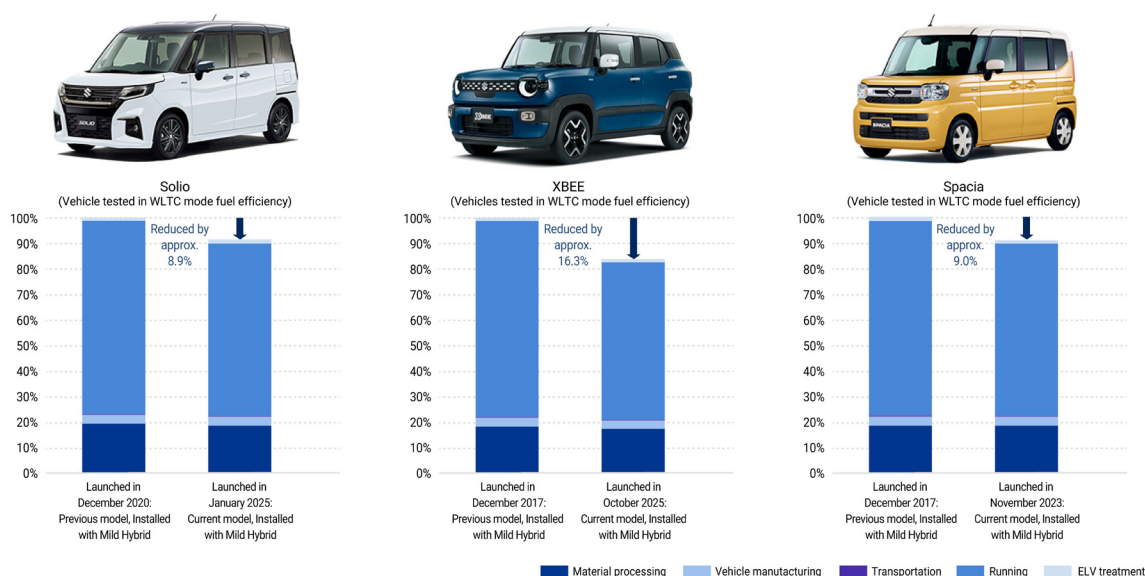
[Suzuki's next-generation technology](#)

* The linked page is available in Japanese only.

Suzuki LCA Evaluation Stages



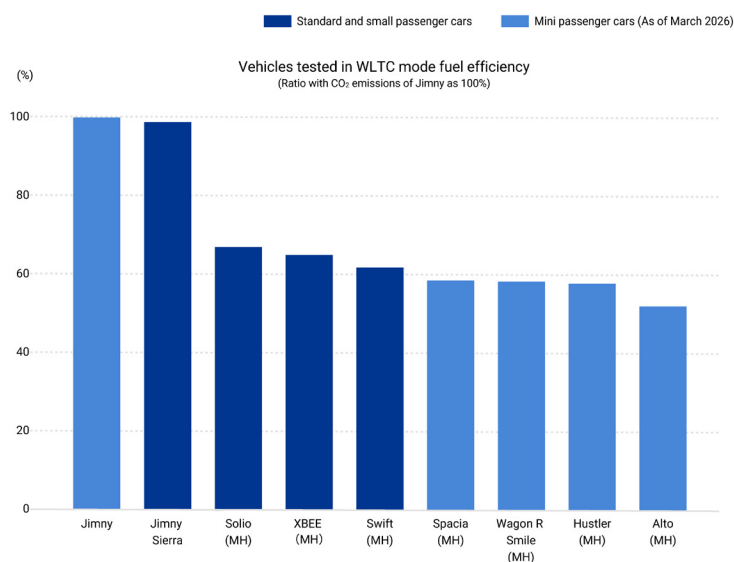
Ratio of CO₂ emissions of Suzuki vehicles by life cycle stages



* Result of a vehicle's service life of 110,000 km (13 years) when driven in WLTC mode.

* Use stage considers production of replacement parts, including tires, engine oil, and batteries.

Ratio of CO₂ Emissions by Model



* Result of a vehicle's service life of 110,000 km (13 years) when driven in WLTC mode.

* "MH" represents Mild Hybrid vehicles.

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Design and development efforts

Efforts for automobiles

Development of electric vehicles, etc.

Suzuki is developing electric vehicles (BEVs) 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.

In January 2026, we launched the "e VITARA" in Japan as the first model in Suzuki's global BEV strategy. The "e VITARA" was selected as one of the "10 Best Cars" for the 2025-2026 Japan Car of the Year. Additionally, in March 2026, we launched the all-new mini-commercial BEV van "e EVERY." Furthermore, at the Japan Mobility Show 2025 held in October and November 2025, we exhibited the concept model of BEV mini car "Vision e-Sky" that is "designed to be "Just Right" for customers' daily lives. We plan to announce the new model of BEV mini car "e SKY" in Japan in the fall of 2026.

Going forward, we will continue to promote initiatives aimed at realizing carbon neutrality under the slogan "By Your Side."

In FY2025, the first year of BEV introduction, sales totaled approximately 8,000 units.



Suzuki's first BEV "e VITARA"



Mini-commercial BEV van "e EVERY"



Concept model of BEV mini car
"Vision e-Sky"

New battery electric vehicle, the "e VITARA," launched in Japan

Launch of a joint demonstration project with farmers for BEV mini trucks

* The linked page is available in Japanese only.

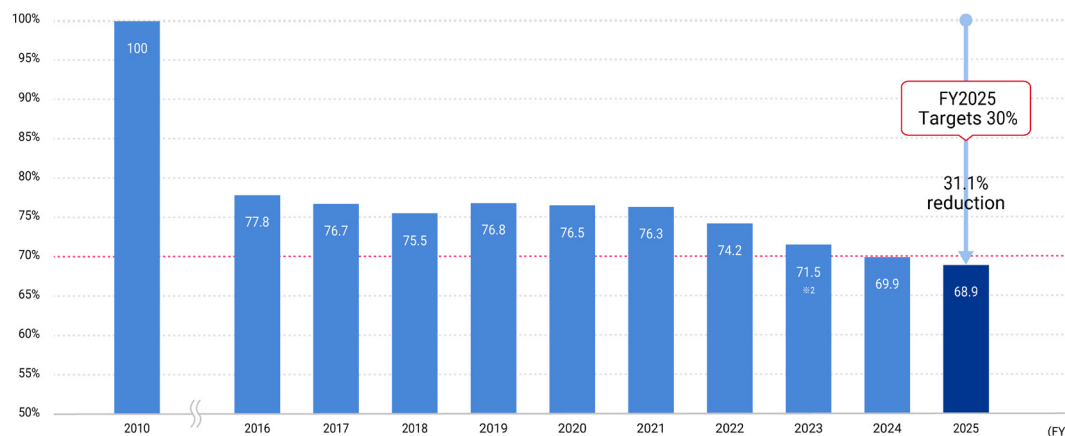
Announcement of preliminary information on Suzuki's first mini passenger EV, the new "e SKY"

* 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 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 has continued to work on reducing environmental impact.
- In FY2025, we achieved a 31.1% reduction compared to FY2010. We will continue to develop and promote electrification and CO₂ reduction technologies to further contribute to reducing CO₂ emissions.

Trends in Reducing Global Average new vehicle sales CO₂ Emissions

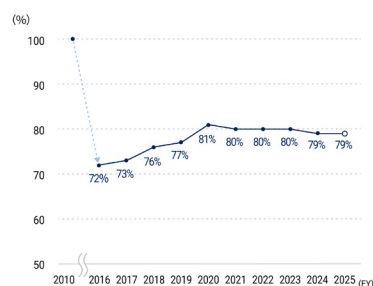


*1: Average CO₂ emissions per vehicle for new vehicles (passenger cars) Suzuki sold globally. Calculated in accordance with internal regulations, used the fuel efficiencies (CO₂ emissions) that were measured under the specified method of each country, and took into account the entire process from fuel production to vehicle use (Well-to-Wheel). It is also calculated as a weighted average based on sales volume, reflecting the number of vehicles sold for each model.

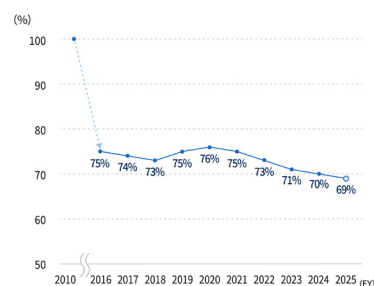
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Status of average CO₂ reductions in major markets

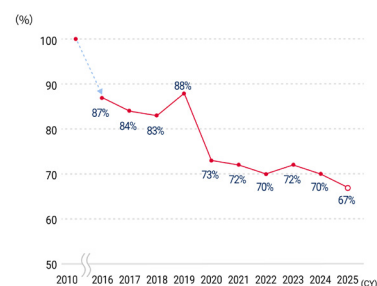
■ Status of Average CO₂ Reductions in Japan* (Passenger Cars)



■ Status of Average CO₂ Reductions in India



■ Status of Average CO₂ Reductions in Europe



[Japan]

79% (21% reduction): Reductions through increased composition ratios of mild hybrids, strong hybrids, and BEVs, as well as initiatives for weight reduction

[India]

69% (31% reduction): Reductions through improved engine efficiency across the entire passenger car lineup and the expansion of the CNG vehicle lineup

[Europe]

67% (33% reduction): Reductions through improved engine efficiency, market launch of BEVs, and a review of the product mix

Development of CNG^{*1} vehicles

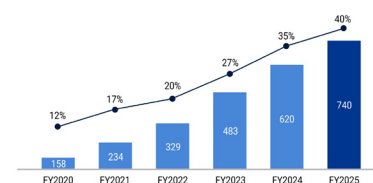
In recent years, concerns about global warming and urban air pollution have been raised in India. Natural gas, which fuels CNG vehicles, is mainly composed of methane (CH₄) that generates lower CO₂ and NOx emissions than petroleum- and coal-based fuels^{*2}, so Maruti Suzuki India promotes production and sales of CNG vehicles.

15 of our 19 vehicle models, including commercial vehicles, are CNG-powered. (as of March 31, 2026)

*1 CNG (Compressed Natural Gas)

*2 Source: The Institute of Energy Economics, Japan, FY2014 Study on Petroleum Industry Systems and Related Issues: Survey on the Expansion of Natural Gas Utilization in Light of Recent International Developments, March 2015. (Translation)

■ Sales of CNG vehicles of Maruti Suzuki India Limited in India (in thousand units)
Percentage of CNG vehicles among vehicles sold by Maruti Suzuki India Limited (%)



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

(Rs: Indian rupees)

	Retail price	Fuel efficiency	Fuel price	When driven 10,000 km	
				Fuel cost	CO ₂ Emissions
Gasoline vehicle	498,900Rs	24.35km/L	102.12Rs/L	42,000Rs	974kg
CNG vehicle	593,900Rs	33.47km/kg	83.09Rs/kg	25,000Rs	819kg
Difference	+95,000Rs	-	-	-17,000Rs	-155kg
Rate of variance				-41%	-16%

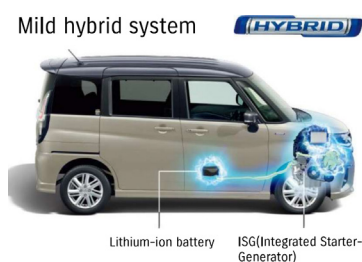
First flex-fuel automobile released in India



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Status of sales of models equipped with hybrid systems and CNG

- HEV and CNG vehicle sales combined comprised 54% of Suzuki sales in FY2025.
- 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^{*1}

(Thousand units)

	By geographic region	FY2023			FY2024			FY2025		
		Total units	Number of equipped vehicles	Ratio	Total units	Number of equipped vehicles	Ratio	Total units	Number of equipped vehicles	Ratio
HEV	Japan	674	358	53.1%	718	406	56.5%	725	424	58.5%
	India	1,794	266	14.8%	1,795	246	13.7%	1,862	229	12.3%
	Europe	236	214	90.7%	220	210	95.5%	187	180	96.3%
	Other	464	41	8.8%	411	112	27.3%	444	151	34.0%
	Total	3,168 ^{*2}	879	27.7%	3,144 ^{*2}	974	31.0%	3,218 ^{*2}	984	30.6%
CNG	India	1,794	483	26.9%	1,795	620	34.5%	1,862	740	39.7%
HEV+CNG	Total	3,168 ^{*2}	1,362	43.0%	3,144 ^{*2}	1,594	50.7%	3,218 ^{*2}	1,724	53.6%

^{*1} Hybrid vehicles only in Japan, Europe, and other regions. Hybrid unit sales in Other regions are units exported from Japan and India. HEVs include Mild Hybrid, S-ENE CHARGE, and SHVS.

^{*2} The figures for "Total" and "Grand total" are the same because both represent the total number of units sold.

Initiatives for All-Solid-State Battery

Notice regarding Acquisition of All-Solid-State Battery Business from Kanadevia Corporation

Suzuki has entered into a business transfer agreement with Kanadevia Corporation (Headquarters: Osaka, Osaka Prefecture; Director, President & CEO: Michi Kuwahara; hereinafter "Kanadevia") to acquire Kanadevia's all-solid-state battery business, effective July 1, 2026 (hereinafter the "Business Acquisition"). Kanadevia began the development of all-solid-state battery business in 2006. Through its proprietary dry manufacturing process, Kanadevia's all-solid-state battery business offers high safety, including the absence of liquid leakage, excellent environmental resistance, and operation across a wide temperature range. These characteristics make them particularly strong for specialized applications such as in aerospace or in high-temperature, vacuum conditions. Through this Business Acquisition, Suzuki will inherit and further develop the all-solid-state battery business technologies cultivated by Kanadevia.

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 it has a high global warming potential, we have developed an air conditioning system using HFO-1234yf refrigerant, a refrigerant that has an extremely low global warming potential, and completed the transition to HFO-1234yf refrigerant in all passenger cars to be shipped to Japan by the end of FY2022.

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Efforts for motorcycles

Development of EVs, etc.

Suzuki's Global BEV Strategy for Motorcycles

The new e-ACCESS is the first model in Suzuki's global BEV motorcycle strategy, a highly practical scooter with a convenient driving range and a sophisticated appearance.

We have built in quality through meticulous construction and high-intensity testing that focuses on the basic performance of "running, turning, and stopping," which has been cultivated over many years.

Just like previous motorcycles, this new motorcycle offers a riding feel that is faithful to the rider's intentions.

Production and sales began in India in January 2026, and exports are scheduled to begin sequentially.



The new "e-ACCESS"

Development of CNG bi-fuel motorcycle

At the Japan Mobility Show held in October and November 2025, we presented a concept model of a scooter compatible with both CNG (compressed natural gas) and gasoline.

CNG reduces CO₂ emissions by approximately 20% compared to gasoline and has long been used as a method to reduce environmental impact. In recent years, CNG has become widely adopted as an automotive fuel in India due to its low running costs. However, compared to automobiles, which are larger in size, motorcycles face strict limitations on fuel tank capacity. Therefore, ensuring a sufficient driving range has been a technical issue. To address this, this model was developed as a "bi-fuel vehicle" compatible with both CNG and gasoline, ensuring a practical riding range.

In addition, we are promoting the adoption of CBG (compressed biogas), which is a carbon-neutral fuel, in India. CBG, which consists primarily of methane, can be used as a direct replacement by leveraging existing CNG infrastructure. In the short term, we will utilize CNG, which is widely available in India, to reduce CO₂ emissions, while in the long term, we will promote initiatives toward the practical implementation of CBG, including infrastructure development. Through these efforts, we aim to establish practical decarbonization solutions for motorcycles in the future.



CNG bi-fuel motorcycle

Team Suzuki CN Challenge competed in the Suzuka 8 Hours Endurance Road Race

Suzuki Motor Corporation competed in the Experimental Class of the 2026 FIM Endurance World Championship "Coca-Cola" Suzuka 8 Hours Endurance Road Race (47th edition), held from July 3 (Friday) to July 5 (Sunday) at Suzuka Circuit in Mie Prefecture, Japan, under the name Team SUZUKI CN CHALLENGE.

Team SUZUKI CN CHALLENGE, composed of Suzuki employees, is once again joined by newly selected members through internal recruitment. The team took on the challenge of the Suzuka 8 Hours endurance race, aiming to achieve a high-level balance between further reducing environmental impact and improving on-track performance, while expanding the application of sustainable items.

Suzuki will apply the knowledge gained through racing as technical feedback for future product development.

In addition, Suzuki also continued to compete in the All Japan Road Race Championship, following its participation last year, with the objectives of further refining vehicle development and enabling newly selected members to acquire the skills required for racing.



2026 Team SUZUKI CN CHALLENGE GSX-R1000R

■ Sustainable features used

Fuel	Total Energies Excellium Racing 100 ^{*1} (100% sustainable* fuel)
Tires	Bridgestone: Tires with more recycled and renewable resource content
Oil	MOTUL: Bio-derived base oil
Fairings/Bodywork	Tras Bcomp ^{®2} (Front and rear fenders, side fairings, seat fairing) Sustainable Carbon Nonwoven Fabric (Fuel tank cover)
Front Brake	Sunstar Engineering non-heat-treated steel discs Sunstar Engineering/Tokai Carbon low-dust brake pads
Batteries	ELIYY Power in-vehicle LFP batteries, storage batteries for pit power supply
Muffler/Exhaust	Nippon Steel / Yoshimura Japan Eco-friendly titanium
Fuel Tank	Nippon Steel Eco-friendly titanium TranTixxii ^{®*3} -Eco material
Drive Chain	RK Japan chain using carbon black free seals
Uniforms	RS Taichi 100% recycled fabric team polo shirt

^{*1} Excellium Racing 100 is a 100% sustainable product certified based on the mass balance system applied by an EU-accredited certification body.

^{*2} Bcomp is a registered trademark of Bcomp Ltd., a Swiss company.

^{*3} TranTixxii is a registered trademark of NIPPON STEEL CORPORATION.

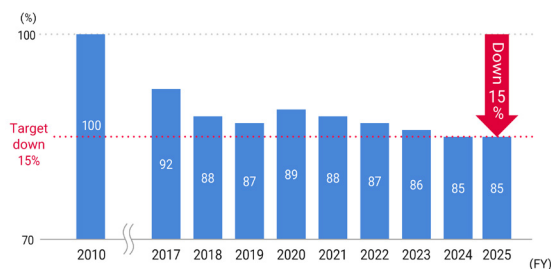
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Global average new model CO₂ emissions

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

In FY2025, we achieved a 15% reduction (compared to FY2010).

■ Trends in Reducing Global Average New Model CO₂ Emissions



Efforts for outboard motors

Development of electric outboard motors, etc.

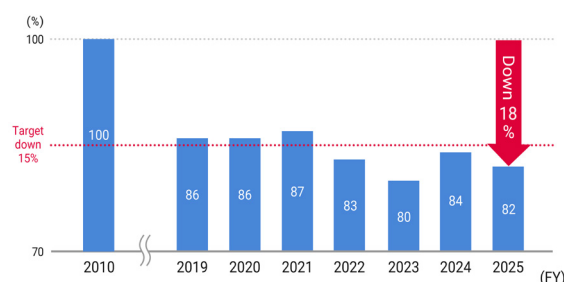
As part of our efforts to make outboard motors carbon neutral, we are preparing to bring electric outboard motors (BEVs) to market, as small models require relatively less battery capacity. Meanwhile, for medium- and large-sized models, we currently aim to achieve carbon neutrality through the use of carbon-neutral fuels such as bioethanol.

Global CO₂ emissions per unit output



「DF350AMD」

■ Trends in the Reduction Global CO₂ Emissions per Unit of Output



CO₂ Emissions Reduction through “Suzuki Edge e-Coat” Anodizing Technology for Engine Components

Suzuki has developed anodizing that provides corrosion resistance capable of withstanding high-temperature environments for outboard motor engine parts such as the cylinder block, cylinder head, and crankcase. In August 2025, we expanded the adoption of this technology to all variants of the DF140B, DF115B, and DF100C. In the future, we will gradually apply this technology to other models as well.

Outboard motors operate by pumping 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. This technology uniformly applies anodizing treatment to engine parts through which cooling water passes, improving corrosion resistance. Furthermore, this technology allows for processing at lower temperatures compared to conventional painting processes, reducing CO₂ emissions during manufacturing by 68% and contributing to the achievement of carbon neutrality.



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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 increase in global average temperature to well below 2°C.

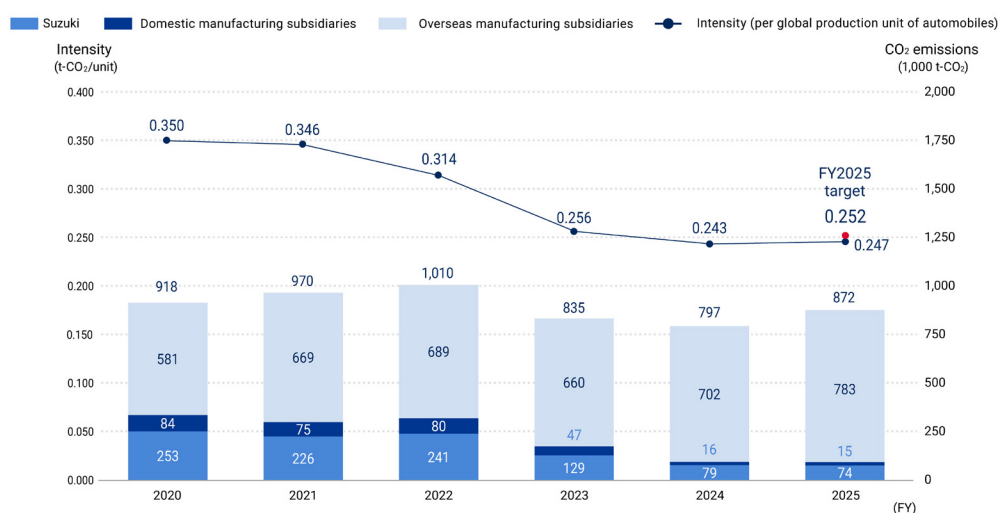
We believe it is important to promote a global reduction of CO₂ emissions from plants in order to reduce the effects of greenhouse gas emissions, and make efforts to reduce the amount of CO₂ emissions per vehicle produced of Suzuki's global vehicle production volume by 25% (compared to FY2016) by FY2025 in accordance with the Suzuki Environmental Plan 2025.

The total amount of CO₂ emissions from manufacturing activities in FY2025 was 872,000 t-CO₂/year at Suzuki overall on a global scale, 89,000 t-CO₂/year in Japan, and 783,000 t-CO₂/year overseas. The amount of CO₂ emissions per manufacturing unit was 0.247 t-CO₂/unit, achieving the target.

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), 5 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

[CO₂ Emission factor]

Fuel emissions (excluding city gas) are calculated using the IPCC 2006 Guidelines. City gas emissions are calculated based on the Greenhouse Gas Emissions Calculation and Reporting Manual issued by Japan's 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 2024 of IEA overseas

CO₂ Emissions by Domestic Plants

	CO ₂ emissions (kt-CO ₂)
Iwata Plant	9.3
Kosai Plant	37.0
Osuka Plant	4.5
Sagara Plant	21.7
Hamamatsu Plant	1.5

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, and these efforts deliver steady year-on-year improvements.

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 began extending this conversion to the Sagara Plant in FY2024 and completed it in FY2026 as scheduled.

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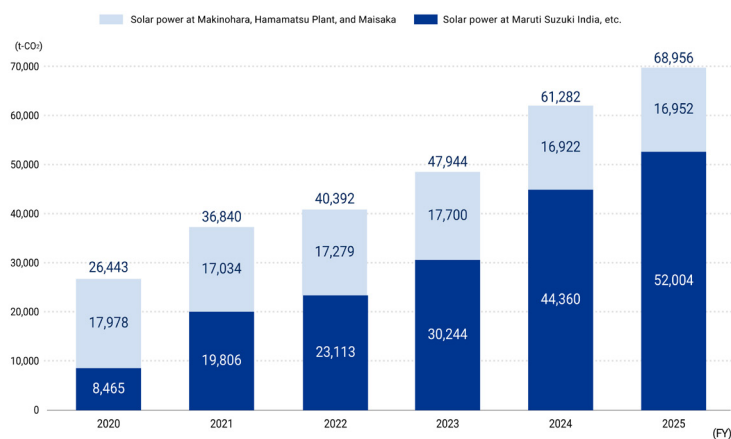
Promoting the use of renewable energy

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 factories both in Japan and overseas. In Japan, we have installed 23 MW of solar power capacity, including solar power systems under the FIT scheme. Overseas, primarily in India, we have installed 59 MW of solar power capacity for self-consumption.

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)	39,794
Solar power generation (Maruti Suzuki India, Suzuki Motorcycle India, etc.)	69,617

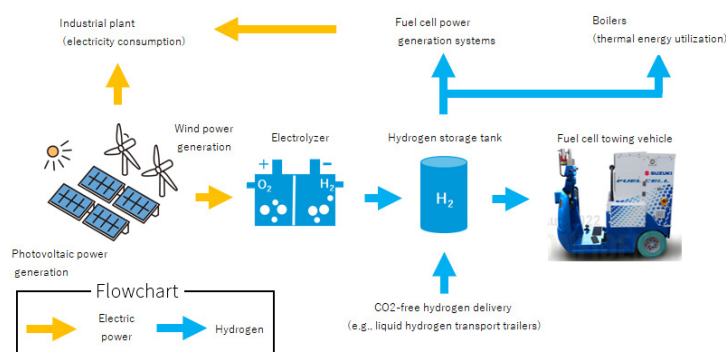
* Electricity figures include FIT electricity sales and amounts from offsite PPAs

Development of a Fuel Cell System Through Factory Demonstration Testing of Material Handling Vehicles

Suzuki has been working on the technological development of fuel cell mobility as one of its multi-pathway approaches toward achieving carbon neutrality.

At the Kosai Plant, we are conducting verification testing of an in-house-developed fuel cell-powered material-handling vehicle, utilizing CO₂-free hydrogen generated by solar power, and applying the insights gained to improve the efficiency and durability of the fuel cell system.

We will continue to develop various fuel cell systems for practical application based on the technology accumulated through these verification tests.



Hydrogen refueling system at Kosai Plant

Image of hydrogen use at the plant

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Efforts in office activities, etc.

Efforts at data centers

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

Energy conservation through the optimal allocation of IT devices and the promotion of visibility

By transitioning high-load servers such as those used for AI and 3D analysis to environments where they can be operated with reduced energy consumption through centralization and efficient heat recovery, such as the cloud, we achieved a reduction in power consumption of approximately 18% compared to the previous fiscal year, amounting to over 900,000 kWh, for our in-house data center alone in FY2025.

Within our in-house data centers, we are improving operations by implementing individual power consumption monitoring and digital analysis of airflow, etc. to achieve both system stability and energy conservation.

We have also installed carport-type solar panels in office parking lots, which began generating power in April 2025, and have been able to replace just over 300,000 kWh, equivalent to about 8% of our electricity consumption, with our own clean energy.

Efforts at offices

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

Employee Guidelines for Energy Conservation

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 criteria for operating air conditioning 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

As part of our efforts to foster energy conservation at offices, we have been upgrading to LED lighting since FY2012, and have now completed the transition to LED lighting in all offices.

Building Energy Efficiency Initiatives

As part of activities to promote energy conservation, we are working to comply with the ZEB (*) standard, which indicates the energy conservation performance of buildings. As an example of an ongoing project, the Suzuki Plaza, a facility that introduces Suzuki's history and manufacturing processes, is currently undergoing renovation to achieve the Nearly ZEB energy conservation performance and is scheduled to open at the end of 2026. Additionally, we are constructing a new employee cafeteria building designed to meet the standard.

We will continue to create office spaces that consider energy conservation performance when expanding or renovating our buildings.



Suzuki Plaza

* Net Zero Energy Building (ZEB): A set of performance classifications used to evaluate building energy efficiency and the adoption of renewable energy generation systems such as solar power. These classifications include:
 • ZEB: Achieves energy savings of at least 50% compared with conventional buildings and, through renewable energy generation, achieves net annual primary energy consumption of zero or less.
 • Nearly ZEB: Achieves energy savings of at least 50% and, through renewable energy generation, reduces annual primary energy consumption to within 25% of conventional levels.
 • ZEB Ready: Achieves energy savings of at least 50% through energy efficiency measures alone, without renewable energy generation.

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 reducing the need to travel to the office.

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

Monthly users: 12,873 (7,642)

Average users per work day: 575 (376)

* Based on results for June 2026

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Efforts at Non-Manufacturing Subsidiaries and Sales Distributors

At eight non-manufacturing subsidiaries and 53 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.

* Eight non-manufacturing subsidiaries: Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., Suzuki Engineering Co., Ltd., etc.
53 sales distributors: 52 affiliate automobile sales distributors in Japan including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc.

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.

■ FY2025: Solar power generation system installation sites

Distributor	Sites
Suzuki Motor Sales Miyagi Inc.	Arena Furukawa
Suzuki Motor Sales Gunma Inc.	Arena Fujioka Tatsuishii
Suzuki Motor Sales Saitama Inc.	Arena Kumagaya
Suzuki Motor Sales Shizuoka Inc.	Arena Fujinomiya Higashi
Suzuki Motor Sales Mie Inc.	Arena Tsu
Suzuki Motor Sales Mie Inc.	Arena Shiroko
Suzuki Motor Sales Nagano Inc.	Arena Shinshu Iida
Suzuki Motor Sales Nagano Inc.	Arena Shinshu Ueda
Suzuki Motor Sales Hyogo Inc.	Arena Himeji Higashi
Suzuki Motor Sales Shimane Inc.	Arena Masuda
Suzuki Motor Sales Nagasaki Inc.	Arena Nagasaki Minato



Suzuki Motor Sales Nagano Inc. Arena Shinshu Iida



Suzuki Motor Sales Hyogo Inc. Arena Himeji Higashi



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Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Efforts in the Supply Chain, etc.

Efforts in procurement

Efforts in the supply chain toward carbon neutrality

To achieve carbon neutrality 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 improve the visibility of 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.

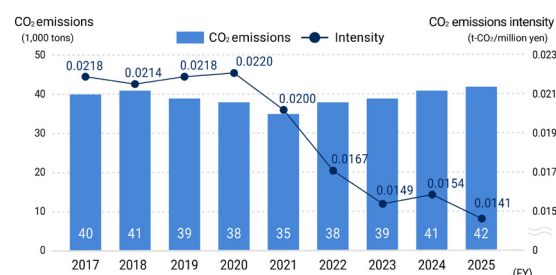
Efforts in domestic transportation

CO₂ reduction activities in domestic transportation (FY2025 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.

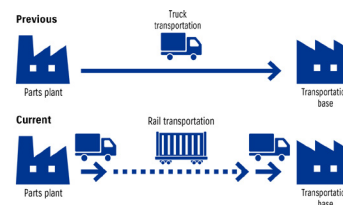
As a result of our transportation efficiency efforts thus far, CO₂ emissions from transportation per net sales in FY2025 have improved by 39.4% since FY2016.

■ Trends in CO₂ Emissions from Domestic Transportation



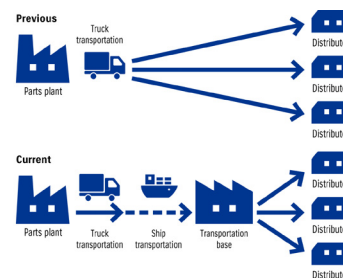
Modal shift of some truck transportation to rail transportation

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.



**Rail Transport Initiative for Automobiles in India Registered
as the World's First Modal Shift Transport Project by a Carbon Credit Certification Body**



Biogas project

Suzuki is working on the biogas business that utilizes cow manure as a raw material in collaboration with a dairy cooperative in India, aiming to contribute to solving social issues, including the achievement of carbon neutrality.

In India, dairy farming is an important foundation of the rural economy and many cows are raised. If not properly treated, dairy wastes such as cow manure and urine release methane, which has a greenhouse effect of about 28 times greater than that of CO₂, into the atmosphere.

In this business, we collect this cow manure and refine and supply it as automotive fuel (biogas fuel). This fuel is derived from biomass, and since the CO₂ emitted during combustion can be considered part of the atmospheric carbon cycle, it is classified as carbon-neutral. Furthermore, as collecting cow manure helps reduce methane emissions, it is expected to contribute to decarbonization from the perspective including the manufacturing process.

This fuel can be used in CNG vehicles, which account for approximately 40% of Suzuki's sales in India (FY2025), without any modifications, and its adoption is expected to expand by leveraging existing vehicles and infrastructure.

In addition, since this business involves purchasing cow manure from dairy farmers in rural areas, it helps increase farmers' incomes. Furthermore, the fermented slurry is used as organic fertilizer, which helps reduce the environmental impact of the agricultural sector by serving as a substitute for chemical fertilizers.

Through these initiatives, we aim to contribute to solving complex social issues in India, such as revitalizing the rural economy, decarbonization, energy security, and food security.

Moreover, women play a vital role in dairy farming in India, and the income opportunities created through this business will help promote women's economic independence.

Suzuki, through its wholly owned subsidiary, Suzuki R&D Center India Private Limited (SRDI), is collaborating with the National Dairy Development Board and Banas Dairy to promote the construction of four biogas plants in the Banaskantha district, Gujarat. Two of them commenced operations in 2025 as the BANAS SUZUKI BIOGAS PLANT.

The plan is to add five more units, bringing the total to nine. In addition, as part of initiatives to expand nationwide across India, we signed a memorandum of understanding in July 2026 with the National Dairy Development Board and North East Dairy & Foods Limited (NEDFL) regarding a project in Assam.

In addition, as part of our overseas expansion, we have already begun initiatives in Pakistan. In September 2024, we signed a memorandum of understanding with the University of Agriculture Faisalabad on joint research, and in April 2025, we began construction of a biogas purification plant.

Through these initiatives to solve local social and environmental issues, we are striving 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 Mid-Term Management Plan (FY2025-FY2030).

[Opening ceremony held for the biogas plant, BANAS SUZUKI BIOGAS PLANT, in India](#)



[Pak Suzuki Motor Co., Ltd. began operations at its biogas plant and solar power facilities](#)



* The linked page is available in Japanese only.

Efficient use of resources including circularity

[▼ Basic Concept](#)
[▼ Efforts in product use](#)
[▼ Efforts for End-of-Life Vehicles](#)
[▼ Efforts in production](#)
[▼ Efforts in the Supply Chain, etc.](#)

Basic Concept

The demand for natural and water resources continues to rise due to worldwide population growth and economic development. Consequently, issues such as resource depletion, increasing waste, and tightening water resources are becoming increasingly apparent. Furthermore, the transition to a decarbonized society and rising geopolitical risks have made the stable procurement of resources a global issue. To pass on these limited resources to future generations, it is essential to reduce resource consumption while promoting recycled use.

Suzuki promotes resource-saving, reuse, and proper disposal throughout the entire product lifecycle from raw materials to end-of-life. Based on the concept of extended producer responsibility, Suzuki participates in the dismantling and resource recovery of end-of-life vehicles in India and is working to establish a resource recycling system in that country. Suzuki also views water as a critical input resource, assesses water risks at its various sites and among its business partners, and strives for efficient use, such as reducing water intake volumes. Guided by the Philosophy of Conduct, “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki uses resources effectively and contributes to the realization of a sustainable society.

Efforts in product use

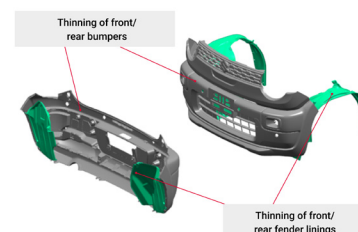
Design and development efforts

Efforts in automobiles

Continuation of designs aimed at reducing materials

Among the 3Rs, the first priority should be Reduce (waste reduction). Guided by the Philosophy of Conduct, “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.

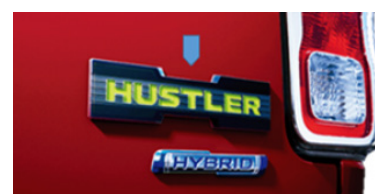
We first adopted Bio PC for the interior color panels of the first-generation Hustler in 2014, and since then, have adopted it for interior parts of the Lapin, Spacia, WagonR, Jimny, Swift, XBEE, the second-generation Hustler, and Spacia. Since we adopted Bio PC for the first-generation Hustler, we have 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 in 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 exterior parts such as the front grille of the Solio and VITARA in FY2024. The Hustler, released in May 2026, adopted a plating-free emblem made by integrally molding two colors of Bio PC. In FY2025, the total annual amount used was roughly 1,115 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)



Two-color molding: emblem

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | [Efficient use of resources including circularity](#)
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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-CO₂eq/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)



Promoting effective use of resources through expanded use of recycled materials

Suzuki is promoting the active adoption of recycled materials in collaboration with business partners, with the aim of realizing a sustainable society.

Even for rubber materials that have historically been considered difficult to recycle, we reuse pre-consumer materials (*) to reduce the amount of materials used, thereby reducing the environmental impact throughout the entire product lifecycle.

*They are recycled materials that effectively utilize materials not used in the original products during the manufacturing process as resources, excluding reprocessed products and scrap that are reintroduced within the same process.

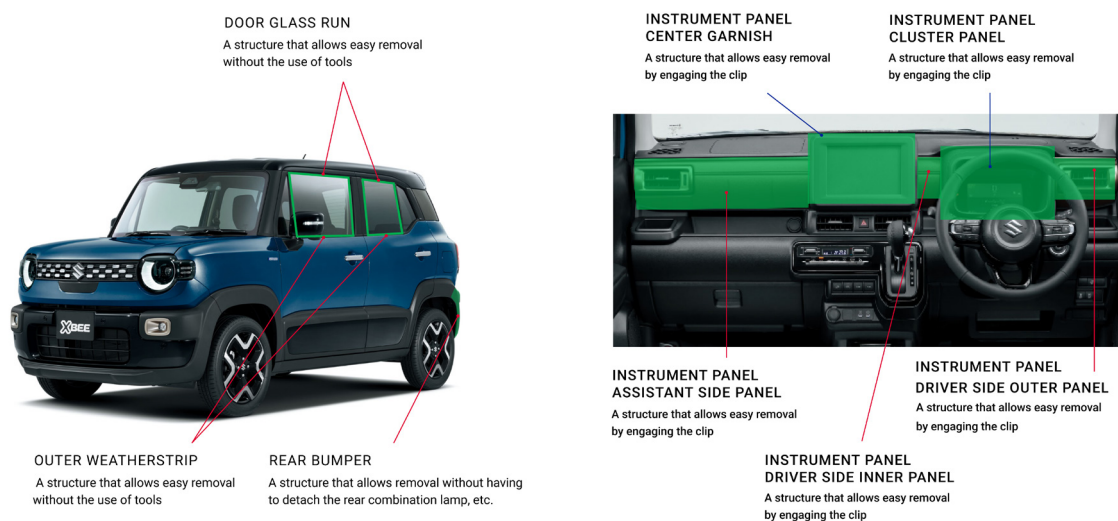


Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | **Efficient use of resources including circularity**

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Design that considers recycling

We consider recyclability from the earliest stages of vehicle design and development, and we are working to create vehicles that are simple to dismantle and disassemble.



Eco-friendly seat

Adoption of seat fabric that reduces dye wastewater and water use

The Alto, launched in December 2021, features seats using solution-dyed yarn *1 on the surface.

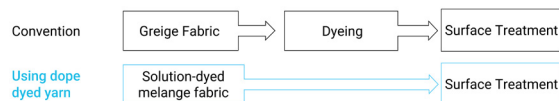
Using solution-dyed yarn makes it possible to reduce dye consumption by 42% and water use by 19% compared to conventional dyeing processes.*2

We are making effective use of limited resources and creating products that are environmentally friendly.

*1 Solution-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



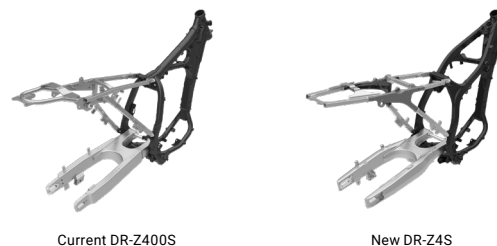
HYBRID



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, Beauty" the weight increase has been kept to just 5% by simplifying the structure and optimizing plate thicknesses.



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | **Efficient use of resources including circularity**
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Adoption of recyclable resin materials

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

We use easily recyclable PP resin materials in the exterior parts of the new GSX-8T/8TT 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 are installed at six Suzuki Group locations—the Head Office, Kosai Plant, Marine Technical Center, Yokohama Laboratory, Suzuki Plaza, and Osuka Plant—as well as at Amuse Toyoda in Iwata City, Shizuoka Prefecture (photo at lower left).

Suzuki also applied this street-light technology to install signage powered by reused lithium-ion batteries recovered from 12 end-of-life vehicles at Suzuki Arena Shinohara Plaza, operated by Suzuki Motor Sales Hamamatsu (photo on the right).

Suzuki will continue to promote the reuse of used lithium-ion batteries toward the realization of a 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 FY2025 (from April 2025 to March 2026) is as follows.

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

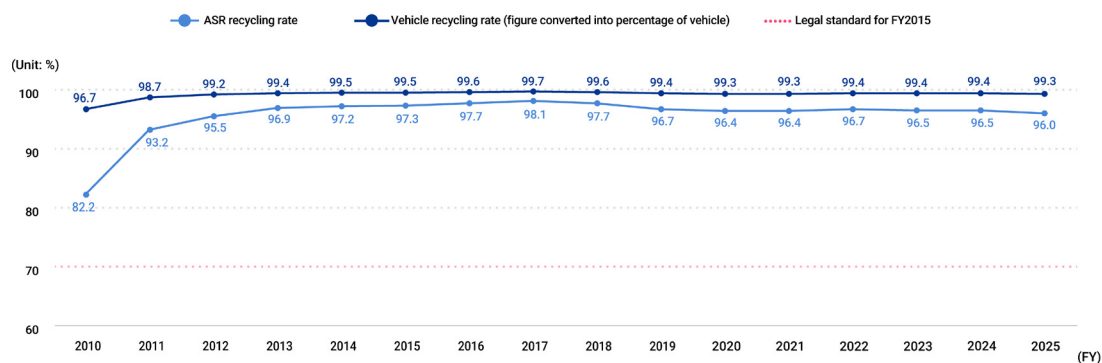
Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | **Efficient use of resources including circularity**
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Collection and recycling of ASR

Our ASR recycling rate was 96.0% in FY2025, and since FY2008, we have continuously achieved the legal standard enacted in FY2015 (70% or higher). We have achieved a vehicle recycling rate of 99.3%*3.

We are promoting the collection and recycling of ASR through ART*4 formed by 12 automobile manufacturers, etc. (as of March 31, 2026), 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 96.0%.

*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 97.3%, and since FY2004, we have continuously achieved or fulfilled the legal standard (85% or higher). We collected and disposed of 62.6 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. It began operating a model facility in October 2021, and by the end of FY2025, it had properly disposed of a cumulative total of at least 20,000 end-of-life vehicles, primarily automobiles. In addition, the second plant began operations in July 2026, and we are working to strengthen the proper disposal system.

Through this initiative, we aim to reduce the illegal dumping of vehicles and parts, and also tackle environmental issues such as resource recycling, global warming, soil and water contamination.

In the European Union, according to the End-of-Life Vehicles Directive (ELV Directive: 2000/53/EC) and the EU Battery Regulation (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 Compliance (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.



MSTI

Voluntary recycling efforts

Efforts for recycling of bumpers

To reduce resource consumption and realize a circular economy, we have been collecting and recycling used bumpers that have been removed from automobiles by distributors after repair and replacement. In FY2025, approximately 74,000 used bumpers were collected.

To improve transportation efficiency, we have installed bumper shredding machines at distributors nationwide (with some exceptions). As a result, the volume of the bumpers at the time of transportation was reduced to approximately one-sixth of the previous volume, allowing for a reduction of CO₂ emissions associated with collection and transportation. Collected bumpers are recycled and reused to produce automotive parts such as luggage boxes and cup holders.

■ Examples of parts using recycled materials derived from replaced bumpers



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. The cumulative number of used lithium-ion batteries collected through FY2025 has reached 60,000 batteries.

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

Suzuki has launched models equipped with the SHVS Mild Hybrid system that uses lithium-ion batteries, and those equipped with a hybrid system, and in 2026, it began sales of the new battery electric vehicle (BEV), the "e VITARA." Suzuki has built a system for collecting and recycling used lithium-ion batteries in accordance with laws and regulations, and local conditions of each country, including the EU Battery Regulation (EU2023/1542).

In India as well, Suzuki has launched models equipped with lithium-ion batteries, including the "e VITARA," and Maruti Suzuki India has established a system for collecting and recycling 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 FY2025 was 97.5% 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)

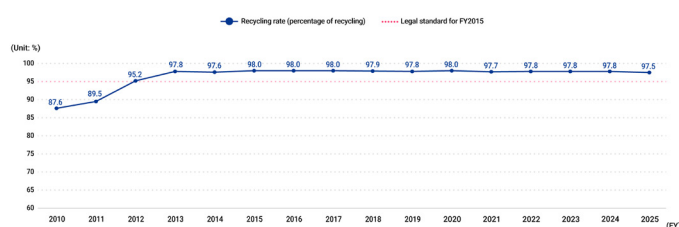
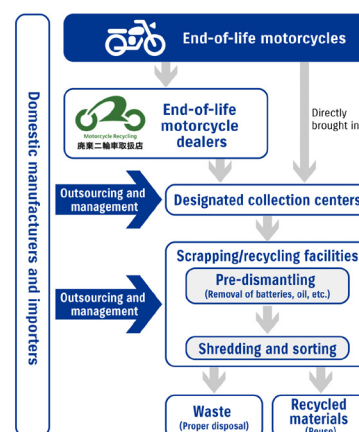
<https://www1.suzuki.co.jp/motor/recycle/index.html>

* 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 FY2025)



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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.

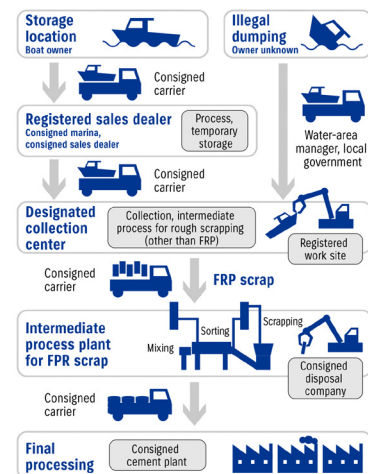
Suzuki Voluntary Efforts for the FRP Boat Recycling System

<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

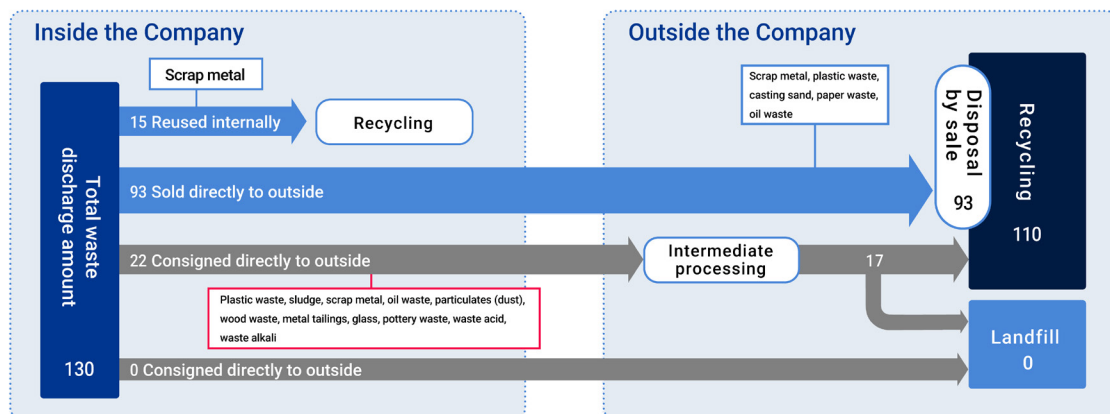
<https://www.marine-jbia.or.jp/recycle/index.html>



Efforts in production

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]

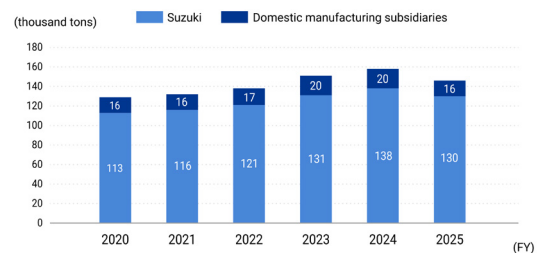
Head Office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.

Reduction of waste materials

Total waste disposal

The total amount of waste discharged at Suzuki and domestic manufacturing subsidiaries was 146,000 tons (down 8% 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 level landfill waste volume* in FY2025 at 1.00 tons, and will continue to promote the maintenance of Zero level 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 145 tons of paper waste in FY2025.

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.

Efficient use of water resources

The Suzuki Group is working to reduce water intake and wastewater discharge through water-saving activities and water reuse, while also striving to make effective use of water resources by promoting water recycling.

Thorough water-saving and promotion of water recycling in production

The Suzuki Group is working to reduce the amount of water intake and wastewater through water-saving activities and water reuse, while also striving to make effective use of water resources by promoting the water recycle

<Efforts in production>

Thorough water-conservation and promotion of water recycling

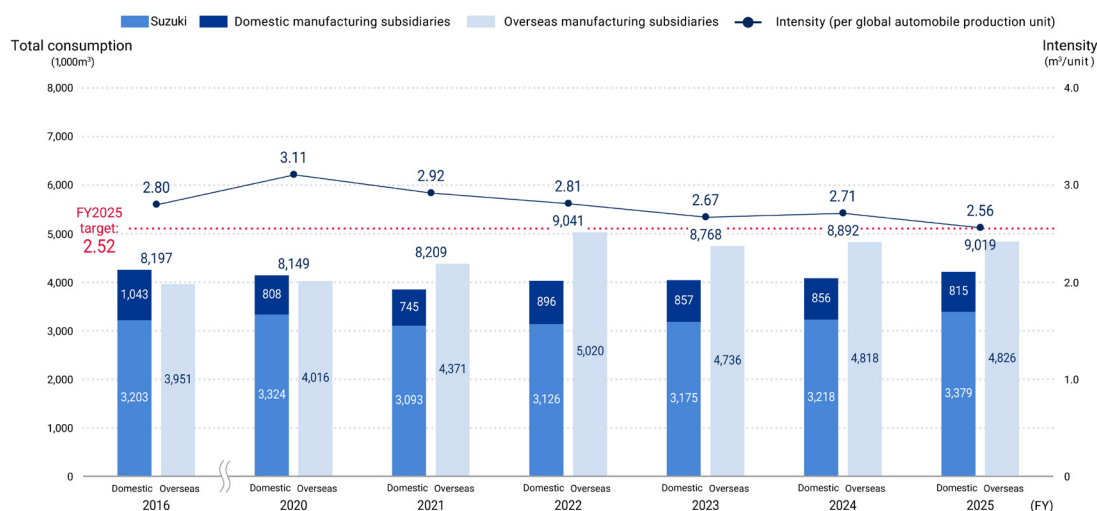
Under the Suzuki Environmental Plan 2025, Suzuki has been working to reduce water use by setting a target of a 10% reduction in water use intensity by FY2025 compared to FY2016, using the global automobile production volume as the denominator for water use intensity.

The Suzuki Group is promoting water-saving activities at plants both in Japan and overseas. When constructing new plants or renewing aging facilities, the Group is progressively adopting dry painting lines which can significantly reduce water use, as well as airtight cooling towers and air-cooled systems for compact air conditioners.

Additionally, in India where water-related risks are particularly high, we are promoting the reuse of wastewater in production processes by introducing wastewater recycling systems that use reverse osmosis (RO) membranes, in addition to implementing water-saving measures. Furthermore, by utilizing rainwater stored in on-site lagoons for use within the plant and for watering green spaces on the premises, we are promoting the recycled use of water, which leads to reductions in both water intake and wastewater discharge.

The amount of water used in FY2025 totaled 4.19 million m³ in Japan (a 2.9% increase from the previous fiscal year) and 4.83 million m³ at overseas manufacturing subsidiaries (almost flat compared to the previous fiscal year). The water use intensity per automobile production volume was 2.56 m³ per vehicle, a 5.5% improvement from the previous fiscal year's 2.71 m³/unit, however, we did not achieve the target of 2.52 m³/unit. We will continue to promote water conservation and water reuse, and remain committed to the effective use of water resources and the reduction of water use.

■ Trends in global water use



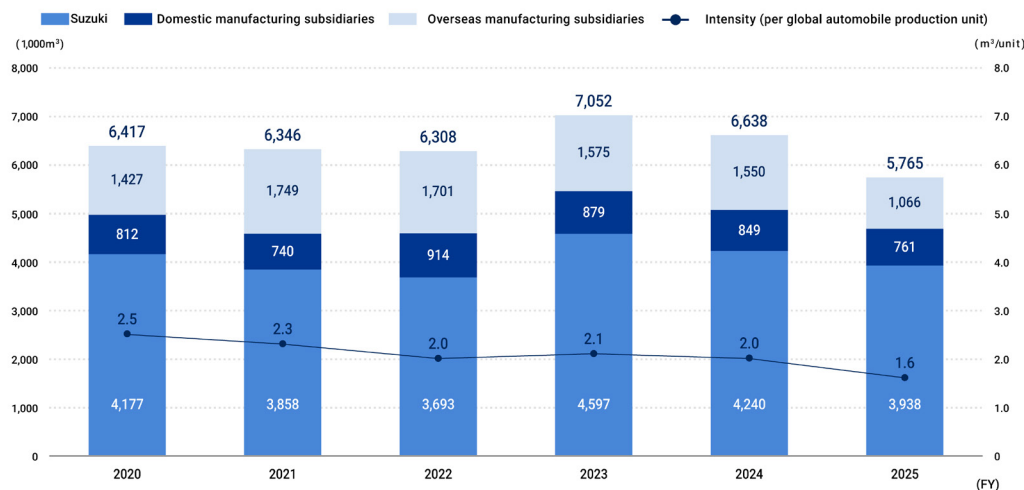
Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | **Efficient use of resources including circularity**

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

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.

Water recycling has also reduced the amount of wastewater discharged, and global wastewater volume for FY2025 was 5.76 million m³, resulting in a wastewater discharge intensity per automobile production volume of 1.6 m³/unit.

■ Trends in global wastewater volume



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

Thorough water-conservation at offices and employee dormitories

In order to proactively reduce water use, 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 use, such as by installing automated faucets for hand washing and introducing water-saving equipment.

Efforts in the Supply Chain, etc.

Efforts in procurement

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

Suzuki annually surveys major domestic business partners that account for a large share of its procurement expenditure to obtain information on water-related risks. Through this research, we keep track of their water use trends and the status of water risk assessment. In the FY2025 survey, those evaluating their own physical risks such as flooding and droughts accounted for 85.3%, and those evaluating their own regulation and reputation risks regarding water usage accounted for 79.8%. We will continue to implement this initiative and gradually expand it to our overseas business partners as well.

Efforts in transportation

Reduction Initiatives

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 2026, we reduced plastic by a total of approximately 187 tons.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | [Efficient use of resources including circularity](#)
 Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

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 FY2025, we used returnable containers in approximately 35.3% of all shipping, which eliminated approximately 201.9 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 0.5 tons of corrugated cardboard waste in FY2025.



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 FY2025, we reduced our use of petroleum-derived polyethylene bags by approximately 9.8 metric tons.



Switching to biodegradable plastic bags for bundling spare parts for all products



Biodiversity conservation

[▼ Basic Concept](#)
[▼ Efforts for Biodiversity](#)
[▼ Efforts in product use](#)
[▼ Efforts in Business Activities](#)

Basic Concept

Biodiversity on earth is supported by a healthy environment including the atmosphere, water, and soil, and the environmental impact accompanying business activities affects this balance. In particular, due to advancing industrialization especially in emerging nations, reducing regional environmental impact and consideration for ecosystems have become increasingly important.

Suzuki recognizes the Biodiversity conservation as one of its significant management issues. Guided by the Philosophy of Conduct, "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," we promote efficient manufacturing that minimizes the use of resources and energy. Through this approach, we reduce the environmental impact from development to production and use of our products, and strive to minimize our impact on ecosystems. We also contribute to local environmental conservation through reduced exhaust gas emissions in products and reduced environmental impact in production processes.

Furthermore, by collaborating with stakeholders including our suppliers and local communities and promoting business activities that are in harmony with the natural environment, we are committed to conserving biodiversity and realizing a sustainable society.

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 Guidelines as the environmental policy within the brand.

The Suzuki Biodiversity Guidelines will be our guiding principles for recognizing that business activities, etc., can impact biodiversity, which has provided human society 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](#) >

Key Biodiversity Initiatives

Reduce environmental impacts 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) Promote understanding of biodiversity and related actions among all employees.
- (3) Work on announcing environmental information and voluntary environmental conservation activities broadly to society.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Specific actions

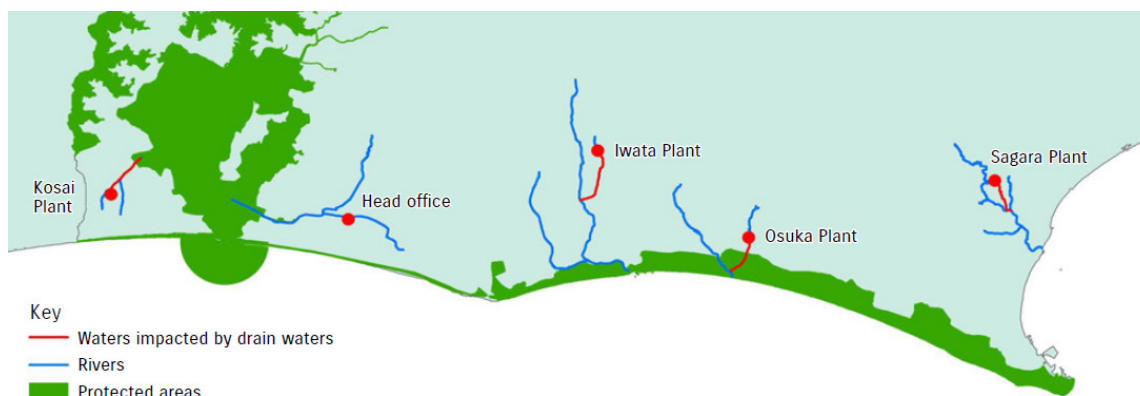
Reduction of environmental loads generated through business operations and products		Expansion of environmental communication	
①	Internal publication of energy conservation results for individual offices Effective utilization of resources through recyclable design Continuation of zero-level landfill 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 community and municipal cleanup activities Cleanup activities around plants and offices Suzuki's Forest volunteer planting project Shimokawa Proving Grounds: Continuation of FSC Forest Certification at the Shimokawa Proving Grounds 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 Website 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

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Environments and ecosystems of surrounding areas

In 2018 and 2020, we conducted surveys of water bodies where effluent discharged from our five domestic sites accounts for more than 5% of the annual average river flow volume, as well as the flora and fauna inhabiting those water bodies. As a result, we identified 213 species of flora and fauna, including 12 endangered species.

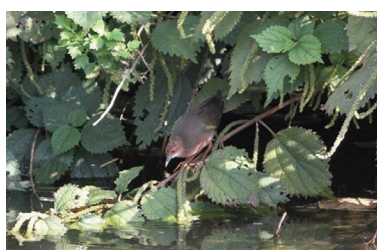


■ Wastewater discharge destinations and water areas impacted

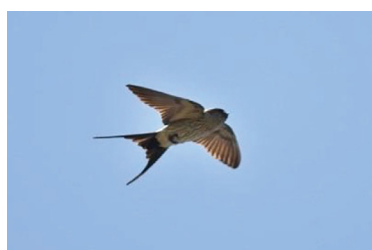
Target areas	Discharge rivers	Affected water areas* ¹	Confirmed endangered species* ²
Head Office	Horidome River	None	N/A (no impacted water areas)
Kosai Plant	Kasago River	Kasago River → Confluence point with Lake Hamana	Ruddy crane (Aves), Sparrowhawk (Aves), Red-rumped swallow (Aves), Rustic bunting (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.



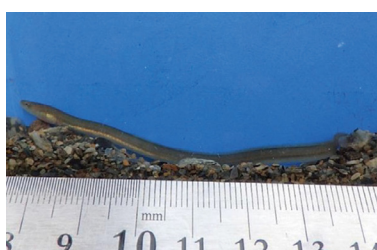
Ruddy-breasted crane



Red-rumped swallow



Japanese brown frog



Japanese eel



Japanese rice fish



Small pondweed

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Forest conservation activities

Suzuki's Forest (Hamamatsu)

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

A total of 37 activities have been conducted (19 planting sessions and 18 undergrowth clearing sessions) and attended by approximately 1,700 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 forests cover approximately 90% of the total land area. Shimokawa Town became the first municipality in Hokkaido to obtain international FSC® certification (Shimokawa Forest Owners' Cooperative, Shimokawa Town, and Northern Kamikawa Forest Management Office; FSC®C015134) in 2003. In 2011, the town was designated by the Japanese government as an "Environmental Future City" model municipality that leverages its abundant forest resources for community development, with the goal of becoming a "Forest Future City Where People Thrive." 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). Furthermore, 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 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 Silviculture 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, prevention of soil erosion 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 Program and Profit-sharing silviculture

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 FY2025 are evaluated as follows.

■ Suzuki's environmental contribution through forest conservation (FY2025)

Measurement item	FSC® Forest Group Certificate for Forests of Suzuki Proving Grounds (FSC®C015134)	Corporate Forest Preservation Program, Regional Forest Office of Forestry Agency
(1) Contribution to water yield	155,609m ³ /year	1,494m ³ /year
(2) Contribution to prevention of sediment discharge	5,557m ³ /year	51m ³ /year
(3) Contribution to absorption/fixation of carbon dioxide	1,298t-CO ₂ /year	17.5t-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) 78.55 million 2-liter plastic bottles (2) 1,020 10-ton dump trucks (5.5 m³/truck) (3) Annual CO₂ emissions per person (tons/year) 4,110 person's worth

Signed a Memorandum of Understanding to establish a local circulation cycle for forest-based J-Credits with Hamamatsu City, Tenryu Forestry and Timber Industry Promotion Council, and Somic Ishikawa Inc. >

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Suzuki Clean Ocean Project

Implementation of the Suzuki Clean Ocean Project

The Suzuki Clean Ocean Project is Suzuki's environmental initiative comprising three activities: 1. the CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities), which has continued since 2011; 2. activities to reduce the use of plastics in packaging for outboard motors and service parts, launched in 2020; and 3. activities to collect marine microplastics using the Micro-Plastic Collecting Device for outboard motors. This project is a concrete Suzuki initiative aimed at addressing the social issues identified in the Sustainable Development Goals (SDGs), and it reflects Suzuki Marine's commitment to pursuing its brand slogan, "THE ULTIMATE OUTBOARD MOTOR," from an environmental perspective as well. Through these three activities, Suzuki will join forces with partners around the world, including outboard motor users, dealers, boat builders, business partners, Suzuki Group companies, employees, and their families, to clean up oceans worldwide.

As our activities are also aligned with the objectives of the Plastics Smart campaign promoted by Japan's Ministry of the Environment, we registered the project with the campaign in 2018. Details of Suzuki's initiatives are also featured on the Ministry's website.



Suzuki Clean Ocean Project symbol mark



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

Clean-Up the World Campaign (waterside cleanup activities)

Suzuki's waterside cleanup activities marked their 17th year in 2026. The activities began in Japan in 2010 and have been carried out globally by the Suzuki Group under the name CLEAN-UP THE WORLD CAMPAIGN since 2011. In FY2025, simultaneous cleanup activities were held worldwide on July 12, with more than 2,800 people from 34 countries and regions participating in community contribution activities through waterside cleanups.

The cumulative number of participants since the activities began reached 28,000 in FY2025, and the activities continue to expand each year.



Marine microplastic collection activities using Suzuki's Micro-Plastic Collecting Device for outboard motors

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

In FY2025, Suzuki also made 34 patents related to the Micro-Plastic Collecting Device available royalty-free. This marked the first time Suzuki had made any of its patents available royalty-free.

By making these patents available, Suzuki aims to further accelerate efforts to improve the marine environment together with companies and organizations in Japan and overseas that share the same concern.

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 underpass every month. A total of over 18,400 participants have conducted the cleanup activities 255 times through March 2026, and they have collected 115 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

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

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 XBEE (Mild Hybrid vehicle), we have been able to reduce NO_x, SO_x, PM, and NMHC*2throughout its lifecycle compared to the previous model.

Suzuki will also continue its initiatives to reduce such substances other than CO₂.

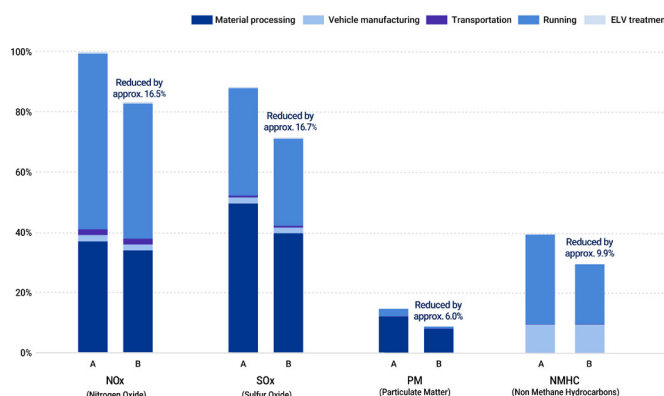
*1 Life Cycle Assessment. A method of evaluating a product as a whole by calculating its potential environmental impact at each stage of its life cycle, from raw material processing to disposal. Evaluation results are displayed as an index to confirm the relative environmental improvement effect.

*2 NMHC: Non Methane Hydrocarbons. A collective term for volatile organic compounds (VOCs) among hydrocarbons present in the atmosphere, excluding methane, which undergoes almost no photochemical reactions.

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

A: Previous model equipped with Mild Hybrid (Launched in December 2017)

B: Current model equipped with Mild Hybrid (Launched in October 2025)



Design and development efforts

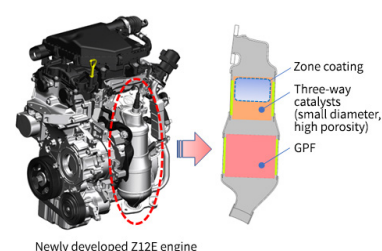
Efforts in reducing emission gas

(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, Solio, and XBEE are 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.

In 2026, Maruti Suzuki India Limited released the "Wagon R FFV," Suzuki's first flex-fuel automobile. Flex-fuel vehicles can run on any mixture of ethanol and gasoline. From an environmental perspective, they help reduce particulate matter (PM) emissions in exhaust gases, thereby contributing to the improvement of local air quality.



Newly developed Z12E engine

(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 scooter Address 125 has, among other components, optimized the catalyst, cam profile, injector, and intake pipes to comply with the latest exhaust gas regulations.



New scooter Address 125

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

(Outboard motors) Reducing exhaust gas emissions

Suzuki's four-stroke outboard motors comply with the 2008 emission gas regulations set by the California Air Resources Board (CARB), the secondary emission gas regulations set by the U.S. Environmental Protection Agency (EPA), the emission gas regulations under the Recreational Craft Directive (RCD II: Directive 2013/53/EU) in Europe, as well as the 2011 marine engine emission voluntary regulations (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 in FY2025 we achieved this target for new models such as the e-VITARA. 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.



e-VITARA interior VOC measurement

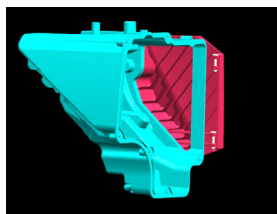
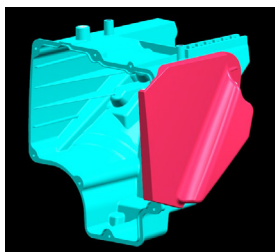
Efforts in reducing noise

(motorcycles) Product example

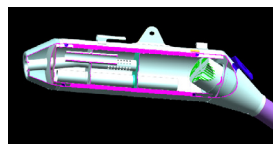
DR-Z4SM features many noise-reducing structures to meet the latest noise regulations, and is designed to minimize any increased weight.



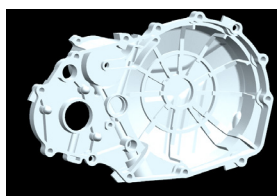
(1) The air cleaner has sufficient capacity and reduces intake noise; ribs configured on the inner walls of both side cases increase rigidity to reduce radiated sound from wall surfaces.



(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.



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

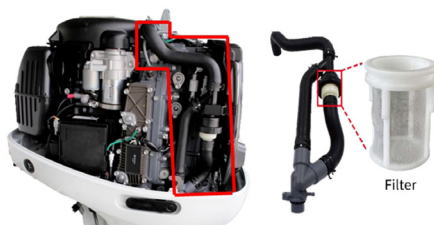
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Initiatives in the Development of the Micro-Plastic Collecting (MPC) device

The MPC developed by Suzuki is a device that can collect microplastics that form in the natural environment when plastics that are not properly collected enter the ocean and break down into microplastics. Starting in July 2022, we began installing MPC as standard equipment on five models: DF140B, DF140BG, DF115B, DF115BG, and DF100C.

Since improving the accuracy and efficiency of sorting and analyzing recovered plastics is one of the challenges facing MPCs, we are conducting research in collaboration with the Nakamura Laboratory of the Faculty of Agriculture, Shizuoka University to develop a technology for distinguishing microplastics by utilizing the adsorption properties of proteins onto plastics.

In addition, Suzuki began offering royalty-free licenses for patents related to the MPC in March 2026. We will continue to further expand initiatives for marine environmental conservation through the Suzuki Clean Ocean Project.



An outboard motor equipped with the MPC



Suzuki Clean Ocean Project symbol mark

Suzuki offers royalty-free licenses for patents related to its outboard motor microplastic collection device



Promotion of green procurement

We established the Suzuki Green Procurement Guideline in September 2003 that indicates our basic policy to purchase components and raw materials with low environmental impact from suppliers who are actively engaged in environmental conservation activities. In addition, we ask suppliers to submit the Suzuki Green Procurement Promotion Agreement to us as proof of their agreement to our guideline.

Furthermore, in April 2026, we revised our guidelines and adopted the Self-Assessment Sheet, an industry-standard tool developed by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association, to replace our previous self-assessment checklist. Through this change, we are enhancing consistency with industry-wide initiatives while requesting suppliers to submit this form.

More than 91% of suppliers of mass produced parts have obtained external certifications including ISO 14001. Also, we are committed to ensuring proper compliance not only with existing regulations, such as the European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), but also with any new regulations that may be enacted in the future, in collaboration with our suppliers.

Also, we ask our suppliers to implement the following initiatives to reduce their environmental impact in their business operations.

(1) Reducing CO₂ emissions, (2) Reducing VOC emissions, (3) Reducing amount of waste generated, (4) Reducing water usage, and (5) Promoting energy conservation

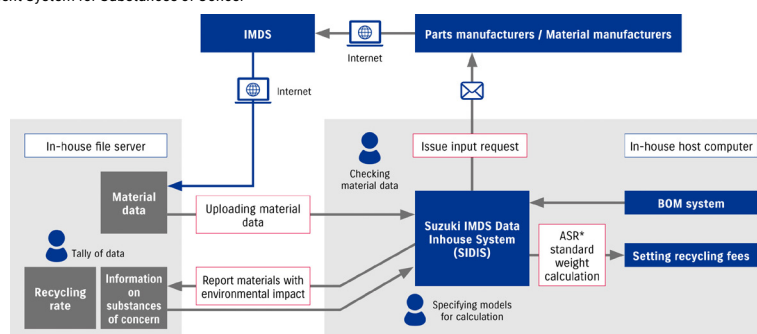
We will continue to work with our suppliers to reduce environmental impact and contribute to the realization of a sustainable society.

Management of substances of concern

In recent years, new regulations on substances of concern have been successively introduced 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 FY2025, Suzuki provided customers with 39 new 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 EU ELV Regulation 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 will reliably comply with these regulations and strive to provide customers with products with low environmental impacts.

In-house Management System for Substances of Concern



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
 Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

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.

(FY2025 Results)

On-site audits (five sites)

- Maruti Suzuki India Limited (India)
- Suzuki Motorcycle India Private Limited (India)
- Suzuki Motor Gujarat Private Limited (India)
- (currently Maruti Suzuki India Limited)
- Suzuki Motor De Colombia S.A. (Colombia)
- Suzuki Philippines Inc. (Philippines)

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 inaccuracies in IMDS data in the past, we conduct web-based briefings on regulatory trends relating to substances of concern, including requests for accurate IMDS data submissions, 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.

(FY2025 Results)

Companies that were audited and received guidance: 15

Response to Chemical Substance Regulations

We have been working with our suppliers to switch to products that do not contain Dechlorane Plus (DP) and UV-328 which have been designated as substances to be eliminated under the Stockholm Convention on Persistent Organic Pollutants, and have confirmed that all products were free of DP and UV-328 by February 2025. Currently, we are working on switching to products that do not contain 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.

Under the EU Waste Framework Directive, registration of product chemical substance information (SCIP) has been introduced, and Suzuki is sequentially registering data for products sold within the EU using IMDS data.

* 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.

<FY2025 Results>

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

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

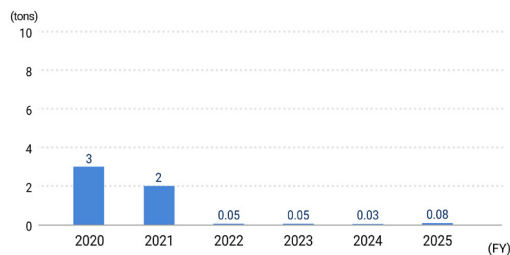
Efforts in Business Activities

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.

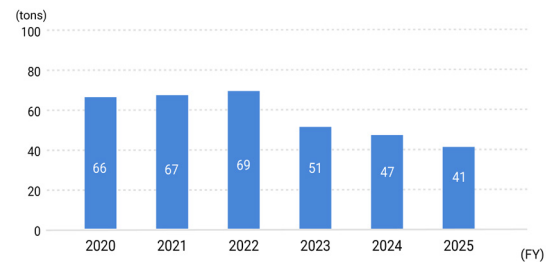
■ SOx emissions*



* 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 prevent wastewater spills

The Suzuki Group is committed to thorough water quality management in order to reduce the environmental impact associated with production activities.

Risk management through preliminary assessment of chemical substances

When introducing new materials or chemical substances, we conduct a preliminary environmental risk assessment. In addition to verifying applicable laws and regulations and performing risk assessments, we also consider methods for industrial waste disposal and wastewater treatment as necessary, and strive to prevent contaminant outflow.

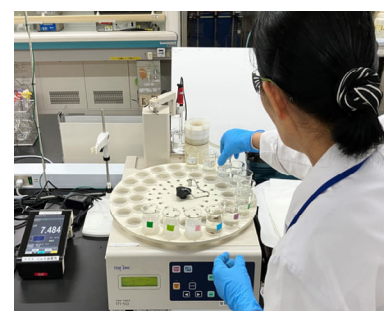
Proper water quality management at wastewater treatment facilities

Wastewater from production and daily life generated at our factories is properly treated at our own wastewater treatment facilities before being released into rivers or public sewerage systems. In discharging wastewater, we strive to reduce the environmental impact by setting stricter voluntary standards in addition to the wastewater standards specified in laws and regulations. In addition, we manage the operating conditions and water quality at each stage of the wastewater treatment facilities and monitor water quality at the discharge points.

Water quality management through analysis

Our environmental analysis departments periodically conduct environmental measurements of water discharges, groundwater, water used in factory processes, and industrial water at our facilities, and strive to prevent contaminant outflow and to manage and maintain water quality appropriately.

In addition, 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

Strengthening emergency response

To prepare for environmental risks such as water quality abnormalities and facility failures, we have established emergency communication channels and response procedures. In the event of an abnormality, we have established a system to promptly share information with relevant departments so that we can investigate the cause and implement measures to prevent outflow. We also conduct regular education and drills to ensure we are prepared to respond swiftly and appropriately.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | Environmental Performance Data

Efforts to reduce chemical substances

Reducing VOCs in the painting process

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

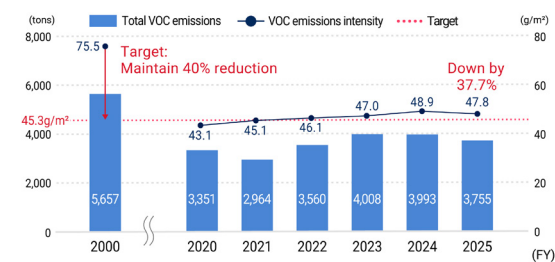
In FY2025, total VOC emissions from painting car bodies, bumpers and motorcycles were 3,755 tons/year, while VOC emissions per production unit were 47.8 g/m².

In FY2025, a new painting plant began operations in Kosai in June. The plant introduced water-based paints, Suzuki's second such plant in Japan, and reduced VOC emissions by 168 tons.

In FY2026, the Kosai new painting plant is expected to operate through the entire year, leading to further reductions in VOC emissions.

We will also continue initiatives to reduce VOC emissions by optimizing painting efficiency through verification of the optimal painting conditions for each process and by introducing devices to collect waste cleaning fluid.

■ VOC Emissions from Painting Operations



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



Purchasing new substances

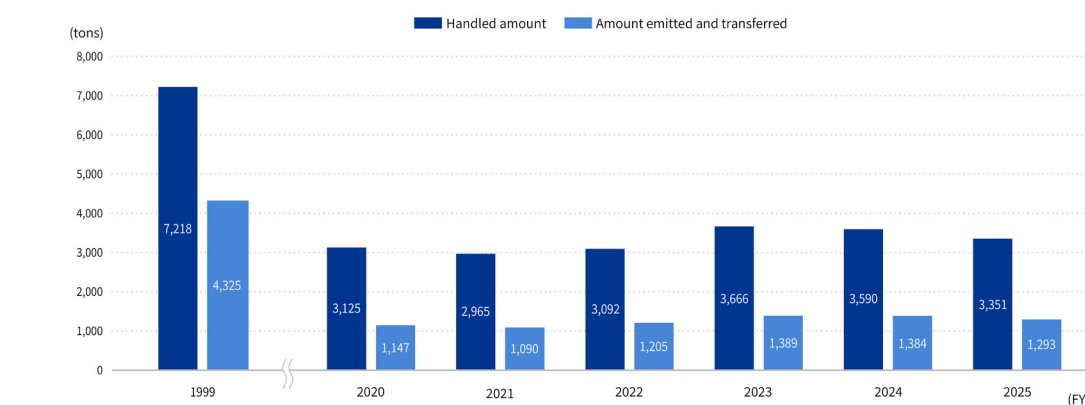
Before our domestic offices and plants adopt new materials such as paint, oil, and detergents, the environmental management department examines the toxicity of chemical substances contained in the materials and the planned amount to be used, as well as how to use and store them, and determines whether 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 1,293 tons in FY2025.

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



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

Plan for 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. As of March 31, 2026, a cumulative total of 2,884 units of PCB waste had been disposed of at Suzuki's domestic plants.

[Mid- to Long-Term Targets and Results](#) | [Environmental Policy and Management](#) | [Climate change / energy](#) | [Efficient use of resources including circularity](#)

[Biodiversity conservation](#) | [Climate-related Financial Disclosures Based on the TCFD Recommendations](#) | [Environmental Performance Data](#)

Efforts in reducing odor

Although we strictly follow the relevant regulations and laws, odors may still cause discomfort to 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.

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 FY2025, we conducted 17 soil surveys at our domestic offices and plants, and found soil contamination in three 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.

Efforts for cleanup of groundwater

Since organic chlorine compounds (trichloroethylene and 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.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | [Climate-related Financial Disclosures Based on the TCFD Recommendations](#) | Environmental Performance Data

Climate-related Financial Disclosures Based on the TCFD Recommendations

▼ Disclosure Based on the TCFD's Recommendations ▼ Financial Strategies

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

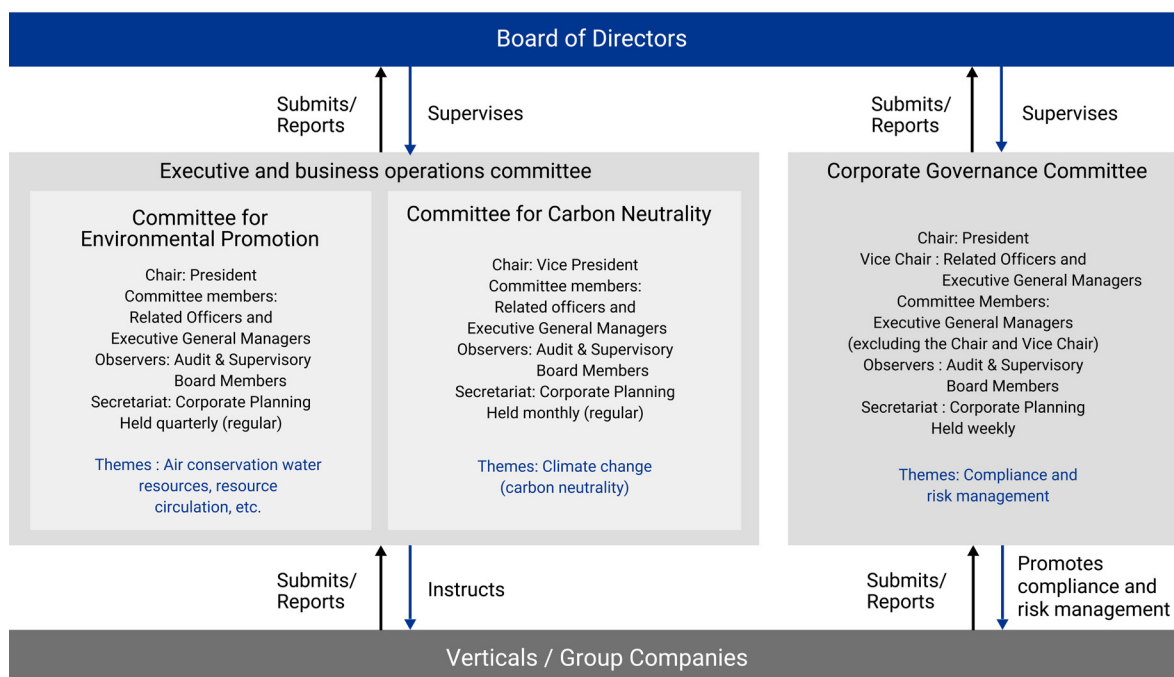
The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive deliberations on decarbonization.

The Committee for Environmental Promotion holds deliberations on environmental issues other than carbon neutrality, such as the efficient use of resources and the conservation of biodiversity.

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.

■ Disclosure and governance based on the TCFD's recommendations



Strategy

Response to the TCFD 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. Established by the Financial Stability Board (FSB) in 2015.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | [Climate-related Financial Disclosures Based on the TCFD Recommendations](#) | Environmental Performance Data

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	<u>(1) More stringent CO₂ and fuel efficiency standards for automobiles</u>	Payment of fines, loss of sales opportunities, etc.
	<u>(2) 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	<u>(6) More frequent and intensifying natural disasters</u>	Business sites sustaining disaster damage, suspension of business activities, etc.

* Underlined items are particularly important risks

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | [Climate-related Financial Disclosures Based on the TCFD Recommendations](#) | Environmental Performance Data**Details of particularly significant risks, creation of opportunities, and status of Suzuki's response**

	Risk	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.) Fines and lost sales opportunities resulting from non-compliance with regulations 	<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.) Started sales of the BEV "e VITARA" in India Deepening alliance with Toyota Motor Corporation Launched a biogas demonstration project in India and emerging countries Regarding establishment of a biogas production plant, there has been agreement between the National Dairy Development Board, Banas Dairy and Suzuki (SRDI) Plan to install a total of nine biogas production plants (of which two started operations in 2025) In Pakistan as well, construction of a biogas production plant has begun (April 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 Introduced "Shizuoka Green Denki," CO₂-free electricity derived from renewable energy, at the Head Office and plants in Shizuoka Prefecture (all Suzuki sites in Shizuoka Prefecture now use CO₂-free electricity, resulting in zero CO₂ emissions from purchased electricity)
(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

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | [Climate-related Financial Disclosures Based on the TCFD Recommendations](#) | Environmental Performance Data

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 the Committee for Environmental Promotion conduct intensive reviews 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

In recent years, the increasing severity and frequency of extreme weather events associated with global warming have been causing serious impacts around the world. In these circumstances, under the Paris Agreement, global efforts to limit the rise in temperature to 1.5°C and initiatives to achieve net zero greenhouse gas emissions are accelerating.

Based on the principles of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki has been efficiently providing products with a low environmental impact while working to improve energy efficiency and reduce carbon emissions in production processes. Furthermore, we have adopted “Minimization of Energy” as a technology strategy, and are working to reduce CO₂ emissions by minimizing the energy required throughout the entire product lifecycle.

Going forward, we will further advance our initiatives through lightweight technology, high-efficiency technology, electrification, adoption of carbon-neutral fuels, and expanded use of renewable energy, and we will contribute to achieving the 1.5°C goal through climate science-aligned targets.

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 other environmental issues related to climate change.

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

- Long-term: Suzuki Environmental Vision 2050
- Short and Medium-term: Suzuki Environmental Plan 2030, Mid-Term Management Plan

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

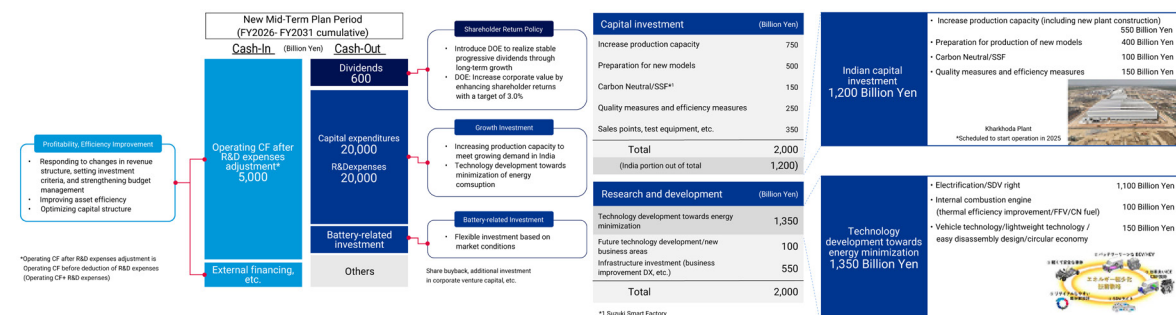
Financial Strategies

R&D capital investment

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



Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

Environmental Performance Data

[▼ Performance Data](#)
[▼ Areas Included in the Environmental Initiatives](#)
[▼ Third Party Guarantee](#)

Performance Data

Environmental Management

Environmental impact and initiatives in business activities

■ Domestic offices of Suzuki Motor Corporation

INPUT

	FY2023	FY2024	FY2025
Electricity (1 million kWh)	503.2	480.5	486.8
Fossil fuel (10,000 GJ)	163.3	153.9	147.7

OUTPUT

	FY2023	FY2024	FY2025
CO ₂ emissions* (1,000 t-CO ₂)	306.9	78.1	79.1

■ Domestic manufacturing plants of Suzuki Motor Corporation

INPUT

		FY2023	FY2024	FY2025
Electricity and fossil fuel	Purchased power (1 million kWh)	417	393	402
	Wind power (Kosai Plant) (1 million kWh)	1.6	0.8	0.1
	Small-scale water power (1 million kWh)	0.06	0.02	0
	Solar power (Iwata, Kosai) (1 million kWh)	0.9	0.8	0.8
	LPG (1,000 tons)	10.9	6.7	2.1
	City gas (1 million m ³)	23	26	29
	Kerosene (kL)	0	0	0
	Fuel oil A (kL)	0.3	1	4
	Light oil (kL)	7.9	7.1	7.7
	Gasoline (kL)	152	211	209
Water	Industrial waterworks (1 million m ³)	2.18	2.13	2.42
	Waterworks (1,000 m ³)	40.9	37.7	37.9
	Well water (1 million m ³)	0.92	1.02	0.90
Raw material	Iron (1,000 tons)	580	556	529
	Aluminum (1,000 tons)	51	45	42
	Resin (1,000 tons)	39	38	36
PRTR target substance (tons)		3,666	3,590	3,351

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

OUTPUT

		FY2023	FY2024	FY2025
Release to atmospheric air	CO ₂ (1,000 t-CO ₂)	129	79	74
	SO _x (tons)	0.05	0.03	0.08
	NO _x (tons)	51	47	41
	PRTR target substance (tons)	1,368	1,361	1,243
	VOC emissions (tons)	4,008	3,993	3,755
	Ozone-depleting substance (CFC-11 conversion) (tons)	0.001	0	0
Discharge	Discharge to rivers, lakes, and reservoirs (10,000 m ³)	602	419	388
	Discharge to sewerage (10,000 m ³)	6	5	5
	PRTR substance (tons)	2.6	4.2	2.5
Processing	Recycled amount (1,000 tons)	109	118	110
	Of which are PRTR substance (tons)	18.2	18.5	47.3
	Landfill waste amount (tons)	0	0	0

[Scope of aggregation]

Iwata, Kosai, Osuka, Sagara, Hamamatsu plants, and Tooling Plant (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 substances: Suzuki Motor Corporation domestic operations)

*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

	FY2023	FY2024	FY2025
Fuel (light oil, etc.) (10,000 GJ)	57.4	59.5	61.4

OUTPUT

	FY2023	FY2024	FY2025
CO ₂ emissions* (1,000 t-CO ₂)	39.5	41.1	42.4

*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

		FY2023	FY2024	FY2025
Automobiles	Automobile sales (1,000 units)	674	718	725
	Hybrid vehicle sales (1,000 units)	358	406	424
	Ratio of hybrid vehicle sales (%)	53.1	56.5	58.5

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

■ Recycling

Collection of ELVs (automobiles)

		FY2023	FY2024	FY2025
ASR	Total weight of collection (1,000 tons)	55	51	51
	Collected vehicles (1,000 units)	384	353	346
	Weight of recycled materials (1,000 tons)	52	48	48
	Recycling rate (%)	96.5	96.5	96.0
Airbags	Total weight of collection (tons)	239	243	270
	Collected vehicles (1,000 units)	366	355	362
	Weight of recycled materials (tons)	233	236	263
	Recycling rate (%)	97.3	97.0	97.3
CFCs	Weight of collection (tons)	70	64	63
	Collected vehicles (1,000 units)	373	353	355

Recycling rate is calculated on weight basis.

Collection of ELVs (motorcycles)

	FY2023	FY2024	FY2025
Recycling rate (%)	97.8	97.8	97.5

Recycling rate is calculated on weight basis.

Environmental Accounting

Cost of conserving the environment

(hundred million yen)

Category	Details		Trends		FY2025		
			FY2023	FY2024	Investment	Expenses	Total
Business area costs	Pollution prevention	Anti-pollution measures such as preventing air and water pollution	15.0	19.2	9.0	7.0	16.0
	Global Environmental Conservation	Prevention of global warming, protection of the ozone layer, etc.	6.9	7.9	1.3	5.4	6.7
	Resource Circulation	Effective use of resources, waste reduction, recycling, proper disposal, etc.	10.7	15.4	19.3	14.8	34.1
	Total		32.6	42.5	29.6	27.2	56.7
Upstream/ downstream costs	Collection, recycling, proper treatment, etc., of ELVs and packaging materials		0.2	0.2	0.0	0.2	0.2
Administration cost	Employee education, environmental ISO, etc.		9.8	10.9	0.0	10.9	10.9
Research and development costs	Research and development of products and reduction of their environmental impact,research and development to suppress environmental impact during production, logistics, and sales stages		840.1	982.4	153.0	930.4	1083.4
Social activities costs	Nature conservation and greening activities, community interaction, donations, information disclosures		1.1	1.1	0.0	0.7	0.7
Environmental remediation cost	Soil and nature restoration		0.1	0.7	0.0	0.1	0.1
Total			884	1037.7	182.6	969.3	1151.9

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

Effects of conserving the environment

(hundred million yen)

Target		FY2023	FY2024	FY2025
Economic effect	Energy cost reduction	2.6	6.9	2
	Waste management cost reduction	0.1	0.2	0.3
	Resource saving (including recycling and valuable resource disposal)	57	61.8	44.3
	Total	59.7	68.9	46.6

Climate Change

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

Items marked ✓ have received third-party assurance (10,000 t-CO₂)

	FY2022	FY2023	FY2024	FY2025	
Entire value chain (total of Scope 1, 2, and 3)	10,370	10,871	11,091	11,597	
Direct emissions from corporate activities (Scope 1 ^{*1})	42	41	41	41	✓
Japan	15	15	14	13	
Overseas	27	26	27	29	
Indirect emissions from energies (Scope 2 ^{*1})	72	54	49	56	✓
Japan	28	11	3	3	
Overseas	45	43	46	54	
Emissions from corporate activities (total of Scope 1 and 2)	114	95	90	98	
Emissions from use of products by users (Scope 3: Category 11) ^{*2}	8,270	8,558	8,633	8,911	✓
Other emissions (other than Scope 3: Category 11)	1,986	2,217	2,368	2,589	
Other indirect emissions (total of Scope 3)	10,256	10,775	11,001	11,499	

[FY2025 Emissions Calculation Parameters and Reporting Standards]

*1 <Scope 1 and 2>

• Boundary: Suzuki Motor Corporation, 68 domestic manufacturing and non-manufacturing subsidiaries and 44 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 (FY2024 results, published on August 3, 2026) by electricity provider for Japan, and coefficients for 2023 from IEA Emissions Factors 2025 for overseas

- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 6.1) 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)

	FY2023	FY2024	FY2025
Global total	3,475	3,490	3,662
Japan	1,377	1,315	1,282
Overseas	2,098	2,175	2,380

Calculation range: Suzuki Motor Corporation and 68 domestic and 44 overseas manufacturing and non-manufacturing subsidiaries
(includes consumption of renewable energies generated within sites)

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)**Sales of models equipped with hybrid systems (HEV) and CNG^{*1}**

(1,000 units)

	By geographic region	FY2023			FY2024			FY2025		
		Total units	Number of installed units	Ratio	Total units	Number of installed units	Ratio	Total units	Number of installed units	Ratio
HEV	Japan	674	358	53.1%	718	406	56.5%	725	424	58.5%
	India	1,794	266	14.8%	1,795	246	13.7%	1,862	229	12.3%
	Europe	236	214	90.7%	220	210	95.5%	187	180	96.3%
	Other	464	41	8.8%	411	112	27.3%	444	151	34.0%
	Total	3,168 ^{*2}	879	27.7%	3,144 ^{*2}	974	31.0%	3,218 ^{*2}	984	30.6%
CNG	India	1,794	483	26.9%	1,795	620	34.5%	1,862	740	39.7%
HEV+CNG	Total	3,168 ^{*2}	1,362	43.0%	3,144 ^{*2}	1,594	50.7%	3,218 ^{*2}	1,724	53.6%

*1 Hybrid vehicles only in Japan, Europe, and other regions. Hybrid unit sales in Other regions are units exported from Japan and India. HEVs include Mild Hybrid, S-ENE CHARGE, and SHVS.

*2 The figures for "Total" and "Grand total" are the same because both represent the total number of units sold.

<Automobiles> Trends in reducing global average CO₂ emissions of new vehicle sales

(%)

	Target	FY2023	FY2024	FY2025
Trends in reducing global average CO ₂ emissions of new vehicle sales* (compared with FY2010)	30	28.5	30.1	31.1

*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**

(%)

	FY2023	FY2024	FY2025
Average CO ₂ reduction in Japan (passenger cars)* (compared to FY2010)	80	79	79
Average CO ₂ reduction in India (compared to FY2010)	71	70	69
Average CO ₂ reduction in Europe (compared to 2010)	72	70	67

*Values converted from 10.15 mode or WLTC mode to JC08 mode

<Motorcycles> Trend in the Reduction Rate of Global Average CO₂ Emissions from New Motorcycles

(%)

	Target	FY2023	FY2024	FY2025
Trends in reduction rates per unit of global output (compared to FY2010)	15	14	15	15

<Outboard motors> Trend in the Reduction Rate of Global CO₂ Emissions per Unit of Output

(%)

	Target	FY2023	FY2024	FY2025
Trends in reduction rates of global CO ₂ emissions per unit of output (compared to FY2010)	15	20	16	18

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

Global CO₂ emissions performance

(1,000 t-CO₂)

	Target	FY2023	FY2024	FY2025
Suzuki		129	79	74
Domestic manufacturing subsidiaries		47	16	15
Overseas manufacturing subsidiaries		660	702	783
Total		835	797	872
Intensity (t-CO ₂ /unit)	FY2025 0.252	0.256	0.243	0.247

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant), 5 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

CO₂ Emission Reductions from Renewable Energy

(t-CO₂)

	FY2023	FY2024	FY2025
Solar power generation Maruti Suzuki India Limited, Pak Suzuki Motor Co., Ltd., etc.	30,244	44,360	52,004
Solar power generation Makinohara, Hamamatsu Plant, etc.	17,700	16,922	16,952
Total	47,944	61,282	68,956

CO₂ emissions from domestic transportation

(t-CO₂)

	FY2023	FY2024	FY2025
CO ₂ emissions (1,000 t-CO ₂)	39	41	42
CO ₂ emissions per net sales (t-CO ₂ /million yen)	0.0149	0.0154	0.0141

Air Conservation

SO_x and NO_x emissions

(tons)

	FY2023	FY2024	FY2025
SO _x emissions*	0.05	0.03	0.08
NO _x emissions	51	47	41

*1 SO_x 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	FY2023	FY2024	FY2025
Total VOC emissions (tons)	45.3*	4,008	3,993	3,755
VOC emissions intensity (g/m ²)		47	48.9	47.8

*Target value for management purposes: 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)

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

Water Resources

Global Water Use

	Target	FY2023	FY2024	FY2025
Suzuki (10,000 m ³)		317	322	338
Domestic manufacturing subsidiaries (10,000 m ³)		86	86	82
Overseas manufacturing subsidiaries (10,000 m ³)		474	482	483
Total (10,000 m ³)		877	890	902
Water Consumption per Global Automobile Produced (m ³ /unit)	2.52 ^{*1}	2.67	2.71	2.56

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries
*1 10% reduction compared with FY2016

Global Wastewater Discharge

	FY2023	FY2024	FY2025
Suzuki (10,000 m ³)	460	424	394
Domestic manufacturing subsidiaries (10,000 m ³)	88	85	76
Overseas manufacturing subsidiaries (10,000 m ³)	158	155	107
Total (10,000 m ³)	705	664	577
Wastewater Discharge per Global Vehicle Produced(m ³ /unit)	2.1	2.0	1.6

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

Recycling of Resources

Resource Circulation

(1,000 tons)

	FY2023	FY2024	FY2025
Iron	1,326	1,340	1,255
Aluminum	181	179	161
Resin	101	93	91
Recycled resin	0.5	0.5	0.5

[Scope of aggregation] Suzuki, 5 domestic manufacturing subsidiaries, and 15 overseas consolidated subsidiaries

<Automobiles> ASR recycling rate and vehicle recycling rate

(%)

	Standard ^{*1}	FY2023	FY2024	FY2025
ASR recycling rate	70 or more	96.5	96.5	96.0
Vehicle recycling rate (figure converted into percentage of vehicle)		99.4 ^{*2}	99.4	99.3

*1 Legal standard for FY2015

*2 Vehicle recycling rates prior to FY2023 have been retroactively revised due to a revision of the calculation method.

Mid- to Long-Term Targets and Results | Environmental Policy and Management | Climate change / energy | Efficient use of resources including circularity
Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

<Motorcycles> Recycling rate of Suzuki motorcycle products

(%)

	Target*	FY2023	FY2024	FY2025
Recycling rate (percentage of recycling)	95 or more	97.8	97.8	97.5

* FY2015 target

Group total waste generation

(1,000 tons)

	FY2023	FY2024	FY2025
Suzuki	131	138	130
Domestic manufacturing subsidiaries	20	20	16
Total	151	158	146

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

Group landfill waste amount

(tons)

	FY2023	FY2024	FY2025
Suzuki	0	0	0
Domestic manufacturing subsidiaries	0.04	0.04	1
Total	0.04	0.04	1

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

Chemical Substances

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

(tons)

	FY2023	FY2024	FY2025
Amount Handled	3,666	3,590	3,351
Amount Released and Transferred	1,389	1,384	1,293

[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)

Biodiversity conservation | Climate-related Financial Disclosures Based on the TCFD Recommendations | [Environmental Performance Data](#)

Suzuki Consolidated Subsidiaries

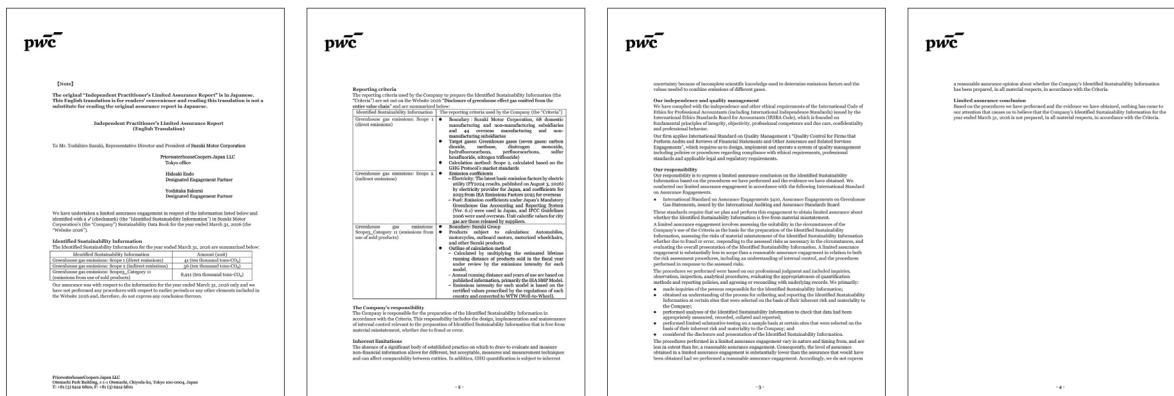
Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd., Suzuki Toyama Auto Parts Mfg. Co., Ltd., Suzuki Akita Auto Parts Mfg. Co., Ltd., and Shinkyo Giken Co., Ltd.

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. (63 companies)

India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Limited, TDS Lithium-Ion Battery Gujarat Private Limited, Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corp., Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd., Cambodia: Cambodia Suzuki Motor Co., Ltd., Colombia: Suzuki Motor de Colombia S.A., Vietnam: Vietnam Suzuki Corp.

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 Iberica, S.A.U., Suzuki Madrid S.L.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., Hungary: Ökröshegy Estate 2004. Kft., Auto Motor Vilag Kft., China: Suzuki Motor (China) Investment Co., Ltd., Shanghai Suzuki Motor Sales Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Servicios de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty) Ltd., India: Suzuki Digital Private Limited, Suzuki R&D Center India Private Limited, J.J.Impex (Delhi) Ltd., TRUE VALUE SOLUTIONS LTD., Next Bharat Ventures IFSC Private Limited, Next Bharat Venture Fund 1, NBV Community Private Limited

Third-Party Assurance





Social

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Respect for human rights and consideration for people

- ▼ Basic Concept
- ▼ Human rights due diligence
- ▼ Suzuki Group initiatives
- ▼ Stakeholder engagement
- ▼ grievance mechanism
- ▼ Labor-management relations

Basic Concept

The Suzuki Group has grown with the support of many customers, suppliers, and local communities through our products such as automobiles and motorcycles, as well as our services. Our history has also been shaped by our connections with many people, including employees, customers, suppliers, and local communities. These human connections have always been, and will continue to be, Suzuki's most valuable asset.

We hope that everyone involved in Suzuki's business activities, including our employees, can lead healthy, safe, and fulfilling lives with peace of mind. Our initiatives to respect human rights are not undertaken merely to comply with laws, regulations, or international requirements.

We believe it is our responsibility to value each and every person involved in our business activities and to respect their human rights.

Caring for and valuing people. The trust built through these consistent efforts is the driving force that has supported Suzuki's growth.

Going forward, we will continue to walk together with everyone involved in our business through our initiatives to respect human rights, leading to the realization of "coexistence and mutual prosperity," a principle Suzuki has always valued.

Promotion structure

To sustainably promote respect for human rights, Suzuki has established the Human Rights Promotion Council and appointed responsible officers to oversee the development and implementation of policies across the Group. In collaboration with each department and affiliated company, we also identify and address human rights risks and monitor the progress of related initiatives.



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

In 2025, we revised [Suzuki Group's Basic Policy on Respect for Human Rights](#) (hereinafter referred to as the "human rights policy"). We updated the human rights policy by expanding and re-clarifying the scope of stakeholders and organizing and clarifying the human rights issues we should prioritize.

Internal promotion of the human rights policy

Based on the human rights policy published in September 2025 as a message from the president, we will raise awareness within the Company, share the Suzuki Group's policy on respect for human rights, and promote initiatives to embed respect for human rights into daily decision-making and actions.

In addition, we will conduct regular education on respect for human rights for all Suzuki Group employees to ensure that this policy is embedded throughout the entire Group.

Human rights due diligence

Vision

The Suzuki Group is committed to fulfilling its responsibility to respect human rights in accordance with the "human rights policy." In addition, to ensure that this is not merely a policy on paper but is effectively implemented in business activities, we are promoting human rights due diligence.

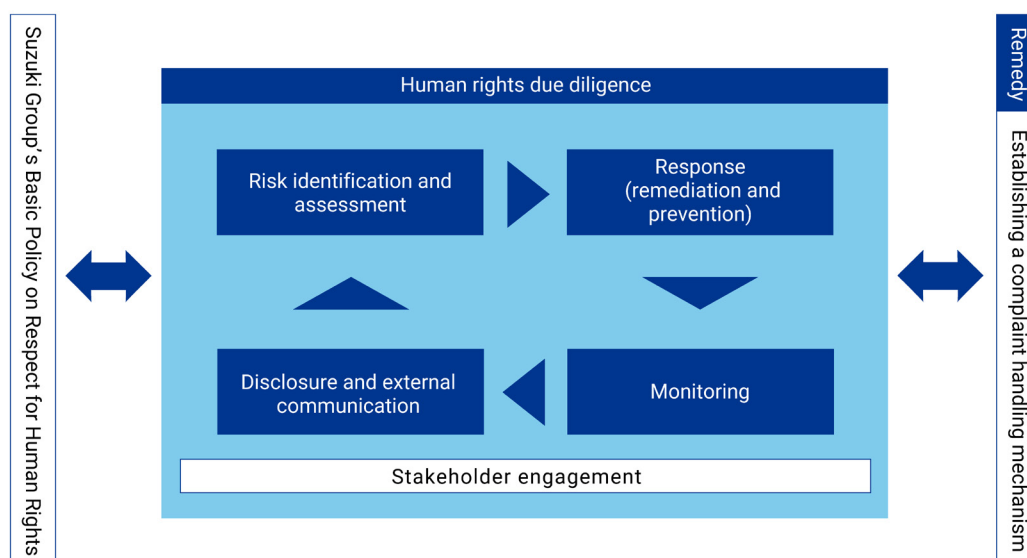
The purpose of this initiative is to systematically identify and assess human rights risks in the Group's business activities and value chain, and to continuously implement measures for prevention, mitigation, correction, and remedy, thereby advancing human rights risk management and achieving sustainable growth in corporate value.

In addition, rather than stopping at investigation and assessment, we will ensure that these efforts lead to concrete improvement actions in each department and at each site. This will embed initiatives to respect human rights throughout the entire Suzuki Group.

Respect for human rights and consideration for people | Safety, Quality, and Service of Products | Human capital Management That Fosters Individual Growth

Employee health and safety | Robust supply chain

Overview of Human Rights Due Diligence



Key human rights issues (key human rights issues in Suzuki Group's business)

Taking into account international human rights norms, characteristics of our corporate activities, and the value chain, the Suzuki Group positions the following as human rights issues to focus on in its business activities and advances efforts to respect human rights. In addition to these human rights issues, if potential or actual adverse impacts on human rights are identified in the value chain related to the Suzuki Group's business, we will take necessary actions in accordance with "2. Addressing Human Rights Risks."

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 and their employees	Customers	Local communities
Key human rights issues	Discrimination and harassment	○	○	○	○
	Forced labor and child labor	○	○		
	Working Environment	○	○		
	Working hours	○	○		
	Wages	○	○		
	Dialogue and Consultation	○	○	○	○
	Privacy	○	○	○	○
	Products, Services, and Customers			○	
	Impact on Local Communities				○

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Risk identification and assessment

Identification

The Suzuki Group identifies negative impacts on human rights throughout its entire value chain, focusing on human rights issues organized in accordance with the human rights policy.

Specifically, we organize the impacts on stakeholders, including employees, suppliers, customers, and local communities, at each stage of the process from raw material procurement through manufacturing, sales, use, and disposal, and comprehensively identify potential human rights risks that may arise at each stage.

In this process, we analyze potential negative impacts on human rights throughout the value chain, taking into consideration sectoral risks, geographic risks, product risks, and other factors.

Assessment

For identified human rights risks, we conduct assessments based on a risk-based approach aligned with international standards, assessing them from two perspectives of "severity" and "likelihood."

Severity is assessed based on "scale," "scope," and "irremediability," and likelihood is assessed based on human rights risk indicators by country and industry.

We score these factors comprehensively to quantitatively assess the risk level of each human rights issue.

Based on these assessment results, we identify human rights risks that should be addressed as a priority, which leads to the selection of key human rights issues.

Addressing

Prevention

- Establishing the human rights policy and code of conduct and ensuring thorough awareness both internally and externally
- Implementation of human rights education and training for employees and suppliers
- Revision of the Suzuki Supplier Sustainability Guidelines (to align with and reflect the content of the human rights policy)
- Establishment of a focused monitoring system for high-risk areas

Correction and improvement

- Prioritizing identified risks and formulating specific improvement plans
- Currently implementing corrective action requests to suppliers and follow-ups
- Establishing a rapid response process for critical risks

Remedy

Grievance Mechanism

- Establishment of reporting hotlines available to internal and external stakeholders
- For internal use and consolidated subsidiaries: Suzuki Group internal reporting hotline (Suzuki Group Risk Management Hotline)
- For suppliers and local residents: Supply Chain Consultation Hotline

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Suzuki Group initiatives

Forced labor and child labor

In accordance with the human rights policy, the Suzuki Group prohibits all forms of modern slavery, including forced labor, child labor, and human trafficking, across all business activities and the entire supply chain. We have established the Supplier Sustainability Guidelines, requiring suppliers to respect human rights and prohibit forced labor and child labor. We also conduct human rights due diligence to identify and mitigate human rights risks in areas such as raw material procurement and manufacturing processes.

Furthermore, the Suzuki Group reports on its initiatives to eradicate forced labor in accordance with the UK Modern Slavery Act,*1 the Australian Modern Slavery Act,*2 and the laws and regulations of various countries.

*1 UK Modern Slavery Act 2015

*2 Australian Modern Slavery Act 2018

Working hours

We appropriately manage employees' working hours and days off and are committed to reducing long working hours and overtime work. In Japan, administrative departments work to prevent excessive working hours through measures such as visualizing working hours using PC operating time records, designating a No Overtime Day on the last working day of each week, introducing a flextime system, and encouraging employees to take paid leave. In addition, we have introduced web conferencing and remote work systems to reduce travel and commuting time.

Wages

Suzuki has built a mutual trust and a good relationship with Suzuki Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to achieve these goals, stable development of the Company is essential. When negotiating salaries, bonuses, working hours, and other terms, as distributions of the results of corporate activities, we share the same goal of developing the Company in a stable manner while having discussions from the standpoints of the Company and the labor union.

The Suzuki Group strives to ensure that every employee can work with peace of mind and lead a stable life. To this end, the Group pays fair wages in compliance with the laws and regulations of each country and region, while also working to improve employee benefits based on the concept of a living wage.

In addition, we provide social insurance and income protection programs and promote the creation of a workplace environment where employees can continue working with confidence and peace of mind.

■ Starting salaries in Japan

Level of education		Monthly salary (yen)	Comparison with minimum wage (%)
High school		229,000	129%
University	Practical Position	240,000	135%
	Clerical/Engineering/ Sales Positions	294,000	165%
Graduate school (master's degree)		317,700	178%

*Minimum wage is calculated based on Shizuoka Prefecture's minimum wage (¥1,097/hour) for an 8-hour workday, 20.3 days per month. Salaries are based on a classification system, and there is no disparity by gender, race, or region for the same qualification.

Stakeholder engagement

Dialogue with Stakeholders

At Suzuki, we 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 engage in direct dialogue with stakeholders regarding their requests and ideas. 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.

[Respect for human rights and consideration for people](#) | [Safety, Quality, and Service of Products](#) | [Human capital Management That Fosters Individual Growth](#)

[Employee health and safety](#) | [Robust supply chain](#)

Grievance Mechanism

The Suzuki Group has established a reporting hotline for receiving concerns and complaints from stakeholders. If it becomes clear that the Group has been involved in negative impacts on human rights, we will strive to correct and remedy the situation using appropriate measures.

Consultation desk for the supply chain (local residents and the general public)

In accordance with the United Nations "Guiding Principles on Business and Human Rights," with the aim of enhancing the effectiveness of dialogue and remedy, Suzuki has joined the "Engagement and Remedy Platform" provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) as a regular member.

Through this platform, we accept reports regarding violations or suspected violations of international codes of conduct or laws and regulations of various countries, not only from internal employees but also from all stakeholders along value chains (such as suppliers and local communities).

By utilizing a third-party organization as a point of contact, we aim to ensure fairness and transparency in the handling of complaints, while also promoting constructive dialogue between the parties involved and working to resolve fundamental human rights issues.

Furthermore, we have established mechanisms to appropriately protect the anonymity of whistleblowers and the confidentiality of the information reported, and to prevent any disadvantageous treatment.

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 workplace improvements or request consultations.

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

Counseling service

Suzuki has established the "Career Counseling Desk" to support each employee's career development and the creation of a comfortable work environment.

In addition to career-related consultations, this desk accepts a wide range of inquiries, including those regarding workplace culture, personal relationships, compensation, harassment, and concerns related to work, family, and personal life.

Customer and general inquiries

Inquiries about Suzuki products

The Customer Service Center is also available for inquiries about Suzuki products.

Suzuki Motor Corporation Customer Service Center

By phone

Phone number: Toll-Free 0120-402-253

Operating hours: 9:00 a.m. to 12:00 p.m., 1:00 p.m. to 5:00 p.m.

- [Online inquiries](#)
- [Handling of personal information at the Customer Service Center \(Please read\)](#)
- [Handling of suggestions and ideas from customers](#)
- [Our approach to customer harassment](#)

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Labor-management relations

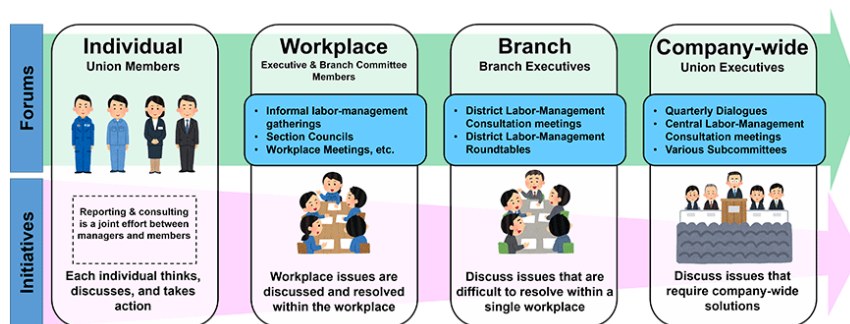
Suzuki has built a mutual trust and a good relationship with Suzuki Union, which represents Suzuki employees. The number of labor union members is 18,008 as of the end of FY2025, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

Toward labor-management relations where we share issues and work together to resolve them

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 have been continued since 2023 and beyond.

Activities during Shunto labor-management wage negotiations

Suzuki designated "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, while both sides align their positions and discuss ways to reach solutions. Based on the belief that it would be effective for union members and managers to work together on labor-management negotiations, all employees, including 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, and also in the quarterly labor-management dialogues started in 2026 until the spring labor-management negotiations in March. This process aims to make the annual spring wage negotiations the capstone of labor-management dialogues.

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

Conducting union member attitude survey

Suzuki 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 2025 survey results

Survey Target: All union members

Survey Period: June 2025

Response Rate: Valid response rate 78.7%

Survey Categories:

1. Strategy & Organizational Culture
2. Management
3. Communication & Motivation
4. Working Environment
5. Union Activities

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Building a stable relationship with the labor unions in the Suzuki Group

The Suzuki Group has 121 member companies (manufacturers, non-manufacturers, sales distributors) in Japan and abroad. We hope that those 121 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. We also work with the Suzuki Union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work environment that allows our approximately 70,000 employees in 121 companies to work with creativity and enthusiasm, and to maintain a stable labor-management relationship.

India

Maruti Suzuki India Limited

Industrial Relations Environment

The Company strives to ensure stable and cordial industrial relations through effective communication, participation of employees in important decisions, and various employee welfare programs. 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 helpdesks 'Samadhan' and 'Samanvay' for shop floor workforce	Weekly

Freedom of Association and Collective Bargaining

The Company respects freedom of association and promotes collective bargaining. There are four workers' unions. The Company allows collective bargaining and actively collaborates with all the unions. Recently, union elections at the Manesar car manufacturing plant (January'26) and Gurugram manufacturing plant (April'26) were successfully conducted with strong participation in a peaceful and orderly manner.



Proceedings of Union Elections held at Gurugram manufacturing plant

Long-Term Wage settlement

The wage settlement for workers at the Hansalpur facility was concluded in FY 2025-26 and will remain effective till FY 2028-29. The wage settlements for workers represented by unions at the Gurugram and Manesar facilities were concluded in FY 2024-25 and will remain effective till FY 2026-27

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 has also put in place a structured performance-based incentive pay structure that covers all categories of its workforce. For its non-regular workforce, the Company undertook a comprehensive revision of wage and welfare policies, and a contributory group term life insurance policy, reflecting its commitment to welfare and financial security across workforce categories.

Employee Welfare

The Company has 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.

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Capability Development and Career Advancement

The Company has been partnering with various academic institutions to provide access to higher education programs for its employees. Under this program, the shopfloor workers are eligible to participate in 3-year diploma program. Eligible employees who complete the higher education programs are considered for promotions to take up higher responsibilities.

Course	Course taken by	Number of employees benefitted so far under higher education programs offered by the Company
Diploma program (Mechanical)	Workers	801

Overseas Skill Development Training

The Company continued its programs to help shop floor workers develop skills through visits to Suzuki Motor Corporation (SMC) in Japan. This initiative reflects the Company's commitment to equipping its workforce with current industry knowledge and best practices.



Employee Well-Being and Multi-layered Connect

The Company places utmost importance on maintaining and improving the physical, emotional, financial, and social well-being of its employees. During the year, wellness initiatives reached more than 18,000 employees, while over 7,000 employees and family members participated in Marathon 2026. The Company launched a dedicated helpline to support employees in addressing their emotional needs. Over 1,500 counselling sessions were held during the year, with 94% of the employees finding it useful. Health Talk sessions focused on healthy living, lifestyle diseases, eating habits and risk awareness relating to alcohol and smoking.

Recognizing that employee well-being is closely linked to family support, the Company continued to strengthen Employee and Family Connect initiatives through marathons, monthly family events at plant locations and recognition policies for employee descendants. To engage with the families of employees, communication done through an in-house magazine and MD & CEO messages on special occasions plays an important role.



MSIL Marathon 2026



Family Day Celebrations at Hansalpur

Gender Diversity and Inclusion

The Company continued to promote diversity, inclusion, and equal opportunity. Female representation in total regular employees improved to around 5.2% in FY 2025-26, continuing the upward trend from previous years. The Company is increasingly deploying a female workforce on the production shopfloor. This initiative assumes greater significance given the limited availability of the 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.



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 organized to address their issues.

Awards and Recognition

The Company's people practices continued to receive external recognition during the year. These recognitions spanned key areas including employee engagement, capability development and learning. The Company received the prestigious Golden Peacock HR Excellence Award 2025 in recognition of its people-centric human resource practices. It also received several recognitions for employee engagement initiatives, including the Brandon Hall Excellence Award 2026 for Best Employee Engagement Strategy, the ET Human Capital Award 2026 for Excellence in Use of Employee Feedback and Engagement Initiatives, and the Financial Express HR Award for Excellence in Use of Employee Feedback and Surveys. Further, the Company's focus on capability development and continuous learning was recognised through the TISS LeapVault CLO Award 2025 for Learning & Development Team of the Year and the L&D Confex and Awards 2025 for Best Blended Learning Strategy of the Year.

Respect for human rights and consideration for people | [Safety, Quality, and Service of Products](#) | Human capital Management That Fosters Individual Growth
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Safety, quality, and service of products

- ▼ Basic Concept
- ▼ Structure for Promoting Quality and Safety
- ▼ Product Quality Measures
- ▼ Education
- ▼ Consultation Desk
- ▼ Third-Party Evaluation
- ▼ Efforts for Safety Technologies
- ▼ Traffic Safety
- ▼ 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

Basic Concept

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.

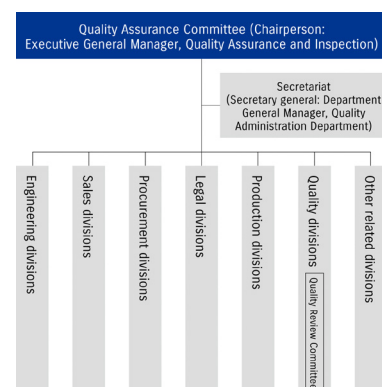
The meaning behind "Beauty" in "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" of our Philosophy of Conduct is that all activities are for the best interest of our customers, and that our customers can only be satisfied for the first time once we meet all criteria of performance, quality, 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. Market actions such as recalls are decided after deliberation by the Quality Assurance Committee, which is composed of related officers, Executive General Managers, General Managers, etc.

Promotion structure



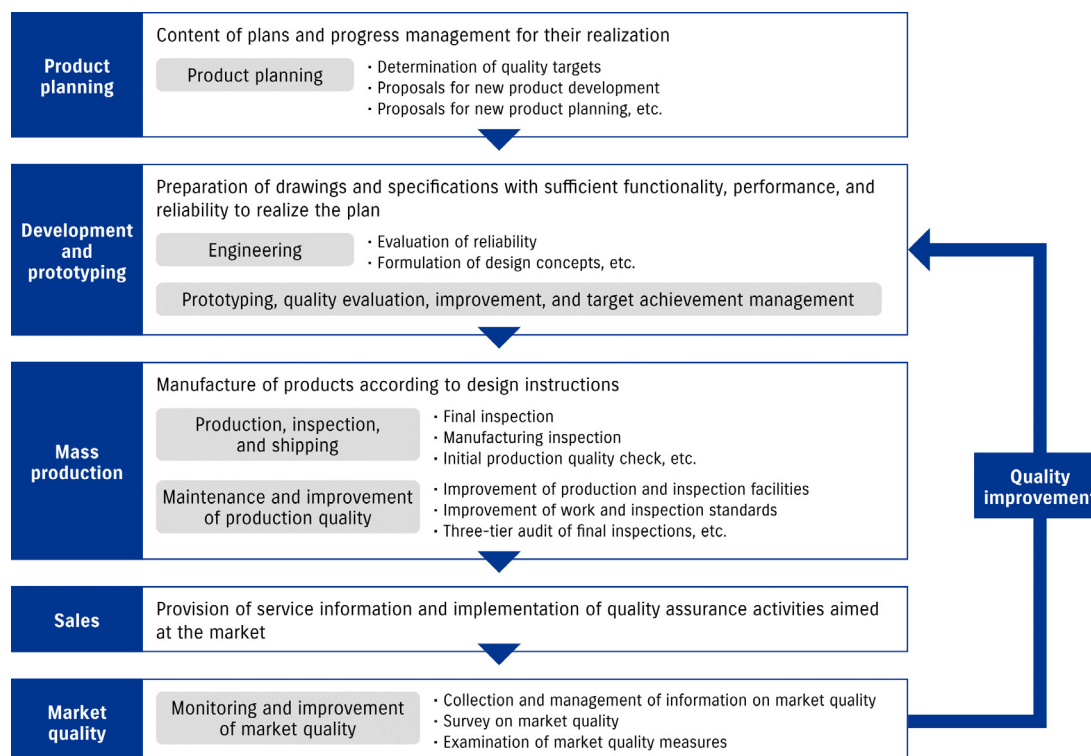
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Employee health and safety | Robust supply chain

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



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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	<ul style="list-style-type: none"> Direct divisions at each plant in Manufacturing (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant)
			Audit of the quality of operations in indirect divisions	At least once every three years	<ul style="list-style-type: none"> Indirect divisions in Manufacturing and each division of Production Engineering [Rotation through each division once every three years] Quality Administration Division of Quality Assurance and Inspection
		Quality Administration Department General Manager Audit	Audit of product final inspections and part inspections	Annually	<ul style="list-style-type: none"> Inspection divisions at each plant (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant)
			Audit of the quality of operations in indirect divisions	At least once every three years	<ul style="list-style-type: none"> Indirect divisions excluding Manufacturing, Production Engineering, and inspection divisions at each plant [Rotation through procurement, sales, service, product planning, design, engineering, experiment, legal certification, technical management, quality assurance, etc. once every three years] Manufacturing Quality Division of Manufacturing
		Division Manager self-audit	Audit of product final inspections and part inspections	Annually	<ul style="list-style-type: none"> Direct divisions at each plant in Manufacturing (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant) Indirect divisions in Manufacturing and each division of Production Engineering Inspection divisions at each plant (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant) Other indirect divisions [Procurement, sales, service, product planning, design, engineering, experiment, legal certification, technical management, quality assurance, etc.]
Final inspection audit	First-tier audit	Self-audit (Division Manager of Plant Inspection Division)	Self-audit of final inspection operations	Monthly	<ul style="list-style-type: none"> Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant)
	Second-tier audit	Final inspection internal audit (Division Manager of Quality Administration Division)	Audit of final inspection operations conducted by inspection divisions and self-audits	Twice a year	<ul style="list-style-type: none"> Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant)
	Third-Line audit	Internal audit (Engineering/ Manufacturing Department Internal Audit Division)	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	<ul style="list-style-type: none"> 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*	<ul style="list-style-type: none"> Suzuki's business partners

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

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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.

Quality management system

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

The entire global production of automobiles in the Suzuki Group in FY2025 totaled 3,533,000 vehicles, and all of our production plants have been certified under the ISO 9001 series. 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	Company name/Plant name	
1	Japan	Suzuki Motor Corporation	Kosai Plant
2			Osuka Plant
3			Sagara Plant
4			Iwata Plant
5			Hamamatsu Plant
6	India	Maruti Suzuki India Limited	
7		Suzuki Motorcycle India Private Limited	
8		TDS Lithium-Ion Battery Gujarat Private Limited	
9	Pakistan	Pak Suzuki Motor Co., Ltd.	
10	Indonesia	PT Suzuki Indomobil Motor	

	Country/Region	Company name/Plant name
11	Thailand	Thai Suzuki Motor Co., Ltd.
12	Vietnam	Vietnam Suzuki Corp.
13	Philippines	Suzuki Philippines Inc
14	Hungary	Magyar Suzuki Corporation Ltd.
15	USA	Suzuki Manufacturing of America Corporation
16	Colombia	Suzuki Motor de Colombia S.A.
17	China	Jinan Qingqi Suzuki Motorcycle Co., Ltd.
18		Changzhou Haojue Suzuki Motorcycle Co., Ltd.
19	Taiwan	Tai Ling Motor Co., Ltd.

* ISO 9001 series includes IATF 16949

Implementation of the work analysis AI “Ollo Factory” at domestic plants



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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

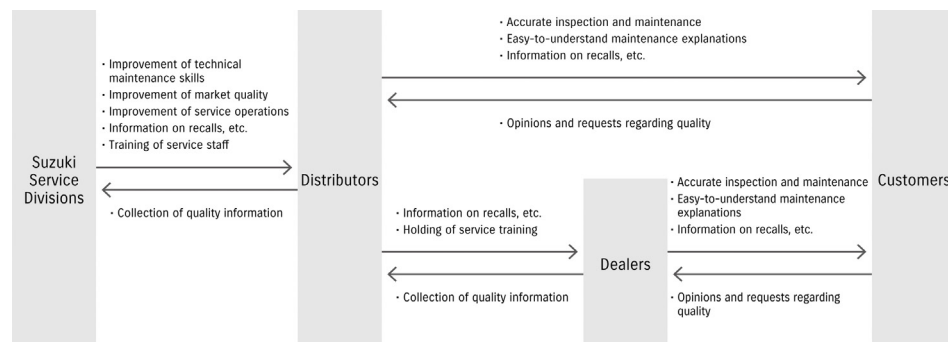
- Quickly obtain customer opinions, requests, and information on quality problems to address such problems
- Complete maintenance accurately at the appointed time and at a location that is convenient for the customer
- Understand all information about the customer's vehicles, provide accurate maintenance 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 problem that is determined to require a recall or other such actions, we promptly notify the relevant authorities.
As customer safety is our top priority, we will promptly repair the product by implementing the following measures.

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

■ Track record for recalls, etc.

(Automobiles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2023	8	224,134	4	67,945	4	156,189
FY2024	13	677,539	8	180,978	5	496,561
FY2025	5	117,716	3	64,196	2	53,520

(Motorcycles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2023	5	6,702	2	686	3	6,016
FY2024	10	477,143	5	19,944	5	457,199
FY2025	11	93,582	5	20,736	6	72,846

(Marine) There were no recalls globally from FY2023 to FY2025.

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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 quality.

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 FY2025: 10,760 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)

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) (Domestic) Grade 3 → Grade 2 → Grade 1 (Oversea) Bronze → Silver → Gold

(Motorcycle division) (Domestic) Grade 3 → Grade 2(Oversea) Bronze → Silver → Gold

Suzuki service skills competition (domestic automobile 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.



Service Skills Competition

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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.

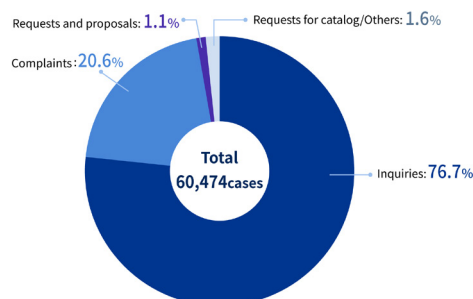
Efforts to improve correspondence quality

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.

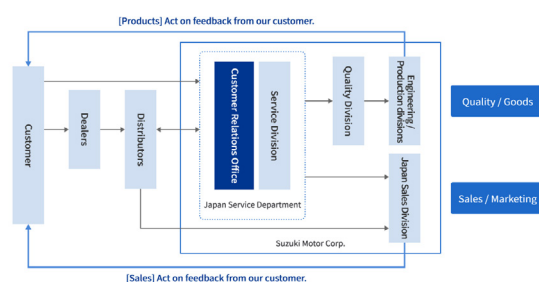
Efforts to improve products and service quality

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(FY2025)
(including complaints, requests and others)



■ Act on feedback from our customer.



Third-Party Evaluation

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.

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.

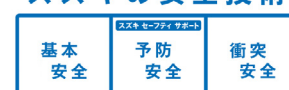
Suzuki's safety technology has been developed based on the concept of providing optimum support in daily driving and it provides peace of mind in small cars.

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



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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)

SUZUKI
Safety Support
スズキの予防安全技術

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 II	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	•	•	•	•	•	•
Lead Vehicle Departure Alert	•	•	•	•	•	•
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.

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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.

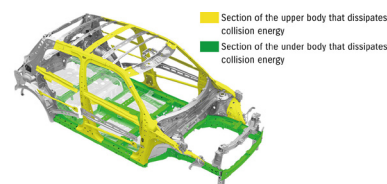


Image of body structure (model: Swift)

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).

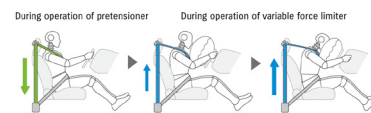


Image of car interior during airbag deployment (model: Swift)

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.

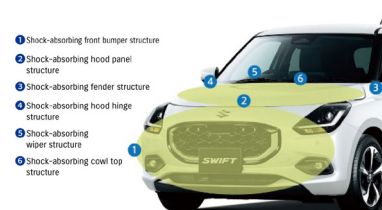
*Excluding certain models, variants and specifications



Front and rear ELR 3-point seat belts in operation

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	•	•	•	•	•

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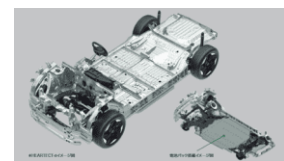
External evaluations related to safety

Suzuki's first mass produced battery electric vehicle (BEV) "e VITARA" is a global strategic vehicle that was made its world premiere in Milan, Italy, in November 2024, and production began in India in the spring of 2025. It is currently sold in countries and regions around the world, including Japan, Europe, India, Asia, Oceania, and Latin America.

The "e VITARA" utilizes the "HEARTECT-e" platform, which was newly developed specifically for BEVs. In addition to its lightweight, high-rigidity body structure, it achieves a high level of protection performance for the high-voltage system and collision safety performance, thereby achieving a balance between safety and driving performance.

In addition, it has earned high ratings in the New Car Assessment Program (NCAP) in various countries and regions. It received the highest five-star rating of five stars from the Bharat NCAP (BNCAP), India's safety assessment program for new vehicles, and its high safety performance has also been recognized in other markets.

Suzuki is committed to fulfilling its social responsibility toward building a sustainable society by providing mobility with safety and peace of mind to customers around the world, thereby helping to reduce the number of traffic accident casualties.



Suzuki Emergency Call (HELPNET®)

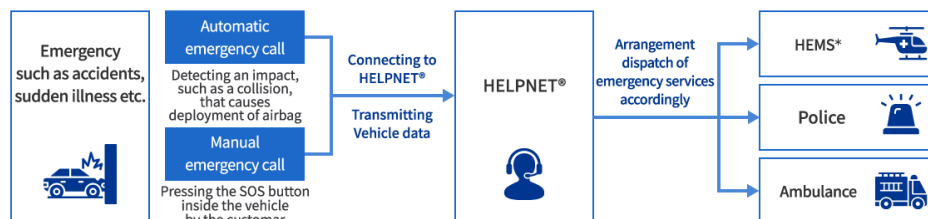
Suzuki Emergency Call (HELPNET®) connects customers to an operator in case of emergencies such as accidents, sudden illness, or aggressive driving incidents, providing prompt support.

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

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Traffic Safety

Employees

Traffic Safety

As employees of an automobile and motorcycle manufacturer, we strive to drive in a manner that sets an example for society, and proactively implement 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
- Instruction on strict obedience of traffic rules not only on public roads, but also within plant sites
- Individual lessons using driving skill check test
- Driving instruction by driving together or using driving recorders
- Alcohol checks on employees driving for work duties
- Training in small groups on close call cases and risk prediction
- Traffic safety education by the jurisdictional police stations
- Alerting employees of traffic safety before long holidays
- Safety driving lectures for new employees

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 Yamaguchi 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.

Hungary Magyar Suzuki Corporation Ltd.

"Bike Highway Code Park" Program

As part of its local CSR activities, Magyar Suzuki held the "Bike Highway Code Park" program on September 29, 2025. This event was designed to help children learn traffic rules in a fun way, and 120 or more children participated.

Traffic safety activities aimed at spreading first aid awareness

Over the past five years, Magyar Suzuki has focused on areas of traffic safety that require education and awareness. Each year, the "Together on the Roads" campaign highlights a theme that requires improvement across society. In 2025, the theme was first aid, and Magyar Suzuki collaborated with the Hungarian Red Cross to conduct a campaign to raise awareness about performing first aid.

Philippines Suzuki Philippines Inc.

Suzuki Kid's Scout Road Safety Workshop

Suzuki Philippines Inc. continues to hold the "Suzuki Kid's Scout Road Safety Workshop," a community-based educational workshop for children. This program aims to foster an understanding of basic safety awareness as pedestrians and responsible road use behaviors from an early age.

The program offers learning sessions suited to the children's ages, enabling them to learn basic knowledge and practical skills regarding road safety, such as the proper way to cross the road, understanding traffic signals, safe walking habits, and the importance of always being aware of their surroundings in public places.

Additionally, through conversational explanations and practical demonstrations, we encourage children to develop safe behavioral habits and foster a stronger sense of responsibility as pedestrians. This activity demonstrates its initiatives toward education for the local community, ensuring children's safety, and social responsibility, and contributes to developing safer road users in the future.



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Efforts for motorcycles

Japan

Domestic sales subsidiary

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 2025, and 11 new employees from Suzuki Motorcycle Sales Inc. participated.



Motorcycle safe riding seminars

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 the Basic Riding Lesson, a safe riding training program that includes practical motorcycle skills in cooperation with the Motorcycle Safety Promotion Committee, and we are committed to organizing these training programs. 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.

Under-30 Suzuki Safety School

This riding school is designed for beginners under the age of 30 who have purchased a Suzuki motorcycle, as well as those who have obtained a license but lack confidence in their riding. We hold this school at driving schools in major cities across the country. Participants can enjoyably and thoroughly learn everything from knowledge for preventing serious accidents to the importance of safety gear, as well as the fundamental skills of riding, cornering, and braking. We support participants so that they can continue riding motorcycles safely for many years. In FY2025, this school was held twice with a total of 23 participants.



Under-30 Suzuki Safety School

Suzuki Return Rider School

This riding school is designed for people who have not ridden a motorcycle for some time and beginners aged 30 or older. We hold this school at driving schools in major cities across the country. The school includes demonstrations explaining how body movements affect motorcycle handling, allowing participants to thoroughly learn fundamental skills. It also covers the necessity of anticipatory driving and key points for avoiding traffic accidents during daily riding. In FY2025, this school was held three times with a total of 43 participants.



Suzuki Return Rider School

We will continue to use these schools to convey the appeal of motorcycles while striving to further raise awareness of safe riding.

Philippines

Suzuki Philippines Inc.

On June 15, 2025, as part of Suzuki Philippines Inc.'s 50th-anniversary celebrations, we conducted a parade ride of approximately 1,000 Suzuki motorcycles and provided traffic accident prevention education to participants in collaboration with a motorcycle riders' club. In the Philippines, it is estimated that more than 12,000 people die annually in traffic accidents, and motorcycle accidents are said to be the leading cause of these fatalities. Given this situation, we conduct activities at events where riders gather to raise awareness about safe motorcycle riding by providing opportunities to remind them of traffic rules, hazard prediction, and the importance of proper gear.

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India Suzuki Motorcycle India Private Limited

"Joy of Safety": Initiatives to create the next generation of traffic safety culture

Suzuki Motorcycle India Private Limited ("SMIPL") is implementing the traffic safety education program "Joy of Safety" as its flagship CSR activity. This program combines classroom instruction, experiential learning using simulators, and citizen-participation awareness activities, with the aim of fostering a change in the awareness and behavior of road users.

Collaboration with universities and educational institutions

With a focus on training young riders, we conducted practical safety education for more than 6,100 students in FY2025–2026 through collaborations with 30 educational institutions in four cities. Our lectures teach risk prediction and avoidance skills, and knowledge assessment tests administered before and after the program have confirmed, through data, an improvement in participants' safety awareness.



Collaboration with universities and educational institutions

Awareness rooted in the community

To make traffic safety a part of the culture of the entire local community, we appealed to at least 3,000 citizens to use the roads safely through street performances and motorcycle rallies.



Awareness rooted in the community

Development of traffic safety education parks

We are focusing on the operation and development of "traffic safety education parks" as more practical training venues.

We have already begun operations in Delhi, providing training to a wide range of participants, from students to drivers and police officers. We are also proceeding with the construction of a new facility in Gurugram.



Development of traffic safety education parks

Partnerships with police agencies

SMIPL provides police agencies in each region with enforcement devices such as speed detection radars and alcohol detectors.



Partnerships with police agencies



Traffic safety video digital video

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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

In FY2025, from April 2025 through March 2026, a total of 436 riders participated from 9 locations in Poland.

Of these participants, 180 took test rides on our products.

For details, please visit Suzuki's website:

<https://suzuki.pl/moto/suzuki-moto-szkola>



The Suzuki Motor School

Marine efforts

Poland Suzuki Motor Poland sp. z o.o.

Through the Suzuki Marine Academy, we provide an educational program for Suzuki outboard owners. In fiscal year 2025, the program was conducted 24 times and was attended by 158 participants.

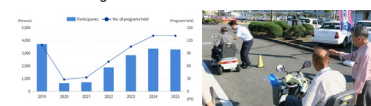
Efforts for motorized wheelchairs

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 2,200 times, with a total of approximately 90,000 participants.

Trends in the number of electric motorized 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 FY2025.

NPA Motorized Wheelchair Safety Instruction Commendation result

FY2025	Excellence Award	Suzuki Jihan Tottori Inc.
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Promotion Through Products

Welfare vehicles (WITH series)



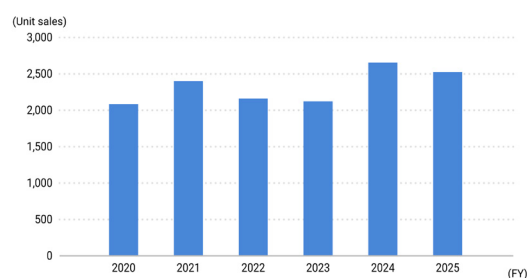
Sales of our WITH series welfare vehicles began in 1996. These vehicles are designed to provide seniors and people with disabilities with greater ease of getting in and out of automobiles, and cumulative sales have exceeded 63,000 units*.

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 FY2025



■ Sales result of "WITH" series



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.



EVERY WAGON 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 celebrated 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

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Initiatives to Solve Community Issues

Support for Kei-truck markets

Suzuki supports the kei-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 Town, Iwate Prefecture as a means of revitalizing the community. Kei-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.

Kei-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. Partly as a result, visitors to kei-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, kei-truck markets have helped to revitalize regional communities and shopping streets.

Suzuki shares the K mobile-market's aim of revitalizing local communities. By helping to build momentum for these events through activities such as providing operational support to kei-truck markets. By doing so, Suzuki will continue to support kei-truck markets throughout Japan.



In FY2025, the “Wajima Morning Market Revival x Nationwide Kei-truck market in Wajima” was held.

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, vehicles are loaned free of charge through Suzuki dealers to local governments that have concluded the agreements. These vehicles are used for transporting relief supplies and supporting disaster response activities in affected areas. In addition, electric vehicles with external power supply functions are also loaned free of charge, 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 2026

Prefecture	Support agreement local governments	Cooperating sales companies
Hokkaido	Tomakomai City	Suzuki Motor Sales Hokkaido Inc.
Iwate Prefecture	Morioka City	Suzuki Motor Sales Iwate Inc.
Akita Prefecture	Akita City	Akita Suzuki
		Suzuki Motor Sales Touhoku Akita Inc.
Fukushima Prefecture	Koriyama City	Suzuki Motor Sales Fukushima Inc.
Ibaraki Prefecture	Tsukuba City	Suzuki Motor Sales Ibaraki Inc.
Gunma Prefecture	Annaka City	TOYONAGA Auto Sales Co., Ltd.
Saitama Prefecture	Kawagoe City	Suzuki Motor Sales Nishisaitama Inc.
Chiba Prefecture	Chiba City	Suzuki Motor Sales Chiba Inc.
Kanagawa Prefecture	Yokohama City	Suzuki Motor Sales Kanagawa Inc.
	Hiratsuka City	Suzuki Motor Sales Syonan Inc.
Niigata Prefecture	Niigata City	Suzuki Motor Sales Niigata Inc.
Toyama Prefecture	Asahi Town	Suzuki Motor Sales Toyama Inc.
Ishikawa Prefecture	Noto Town	Suzuki Motor Sales Hokuriku Inc.
Yamanashi Prefecture	Kofu City	Yamanashi Suzuki Hanbai
Gifu Prefecture	Ogaki City	Gifu Suzuki Hanbai

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As of July 2026

Prefecture	Support agreement local governments	Cooperating sales companies
Shizuoka Prefecture	Hamamatsu City	Suzuki Motor Sales Hamamatsu Inc.
	Kosai City	
	Iwata City	
	Makinohara City	
Aichi Prefecture	Toyohashi City	Suzuki Motor Sales Tokai Inc.
	Obu City	Suzuki Motor Sales Chubu Inc.
	Okazaki City	Aichi Suzuki Inc.
Kyoto Prefecture	Muko City	Suzuki Motor Sales Kyoto Inc.
Osaka Prefecture	Osaka City	Suzuki Motor Sales Kinki Inc.
	Hirakata City	Suzuki Motor Sales Kansai Inc.
Hyogo Prefecture	Kobe City	Suzuki Motor Sales Hyogo Inc.
Nara Prefecture	Nara City	Suzuki Motor Sales Nara Inc.
Wakayama Prefecture	Wakayama City	Suzuki Motor Wakayama
Tottori Prefecture	Tottori City	Suzuki Motor Sales Tottori Inc.
Shimane Prefecture	Matsue City	Suzuki Motor Sales Shimane Inc.
Hiroshima Prefecture	Hiroshima City	Suzuki Motor Sales Hiroshima Inc.
Yamaguchi Prefecture	Kudamatsu City	Suzuki Motor Sales Yamaguchi Inc.
Tokushima Prefecture	Tokushima City	Suzuki Motor Sales Tokushima Inc.
Kagawa Prefecture	Marugame City	Suzuki Motor Sales Kagawa Inc.
Ehime Prefecture	Imabari City	Suzuki Hanbai Ehime
	Masaki Town	Suzuki Motor Sales Matsuyama Inc.
Kochi Prefecture	Kochi City	Suzuki Motor Sales Kochi Inc.
Saga Prefecture	Saga City	Suzuki Motor Sales Saga Inc.
Kumamoto Prefecture	Nishihara Village	Suzuki Motor Sales Kumamoto Inc.
	Koshi City	
	Aso City	
Miyazaki Prefecture	Kawaminami Town	Suzuki Motor Sales Miyazaki Inc.

Support for those affected by the 2026 Kumamoto Earthquake

* The linked page is available in Japanese only.



Sompo Japan Insurance, Suzuki, and Sompo Care collaborated and implemented a regional disaster prevention demonstration event under the theme “No one will be left behind”

* The linked page is available in Japanese only.



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Hungary**Magyar Suzuki Corporation Ltd.****Promoting the use of eco-friendly transportation**

"Mária Valéria Bike" is a public bike rental system established by the cities of Esztergom and Štúrovo within the framework of the Slovakia-Hungary Cooperation Program (Interreg V-A). It has been available to residents and tourists in both cities since February 1, 2020. Both local governments aim to promote the use of eco-friendly transportation, and Magyar Suzuki is one of the program's main sponsors.

India**Maruti Suzuki India Limited****Establishment of STEM Labs and Tinker Labs**

Maruti Suzuki India set up STEM (Science, Technology, Engineering, and Mathematics) labs and Tinker Labs in schools across Haryana to enhance students' conceptual understanding and experiential learning.

School Libraries Setup

Maruti Suzuki India limited set up libraries in public schools in Haryana to promote reading habits and improve the learning environment.

Various village development initiatives

Maruti Suzuki India Limited implemented Various village development initiatives including healthcare, education, water, sanitation, common community assets development, etc. in Gujarat and Haryana state.

Pakistan**Pak Suzuki Motor Co., Ltd.****Support for the construction and renovation of public schools**

In January 2026, a project to construct and renovate the Government Boys Primary School in Wagodar was completed, and a completion ceremony was held.

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 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 as a specially appointed assistant professor

Term: 23 years from April 2003 to the end of March 2027



An automotive engineering lecture

Support for manufacturing workshops of the Society of Automotive Engineers of Japan, Inc.**Interactive manufacturing workshop for elementary school students**

Suzuki presented experiential programs that allowed children to "learn by actually doing things themselves" through participation in "Kids Engineer 2025," an event sponsored by the Society of Automotive Engineers of Japan, Inc.

Fifty nine elementary school students in the third to sixth grades participated in an interactive manufacturing workshop "Making Working Cars with Paperclip Motors," while 330 elementary school students in the first to sixth grades participated in the regular program "Let's Make Colored Paper Cars Run with Rubber Bands."

By using everyday materials commonly found at home and aiming to provide an experience that lets participants enjoy the process of creating while thinking for themselves, we received comments such as, "I had fun learning things I don't learn in school," and "I liked the program where I could make things."



Kids Engineer 2025

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Formula SAE Japan

The Formula SAE Japan tournament is sponsored by the Society of Automotive Engineers of Japan, Inc. It 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 supports this tournament not only by assisting with the event's operation but also by providing parts to participating teams and offering technical advice to students.

At the 23rd Student Formula Japan Championship held in September 2025 at the Aichi International Exhibition Center (Aichi Sky Expo), teams such as Gifu University, which competed with a four-cylinder engine, and Ibaraki University, which adopted a new two-cylinder engine, ranked highly and made a strong presence.

Through our ongoing support, we will continue to contribute to passing on the appeal of manufacturing and developing the next generation of technical human capital.



Ibaraki University



Gifu University

Free distribution began for “Let’s Start Programming with Drawing Mobility,” a handwritten programming educational material for elementary school students, jointly developed by Kyoto University and Suzuki

* The linked page is available in Japanese only.



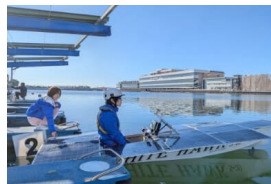
Hamamatsu became a hub for university student creativity. A “study tour” was held in which students from the Tokyo metropolitan area visit Enshu Hamamatsu to learn about local companies

* The linked page is available in Japanese only.



Solar Boat Miyakoda Challenge

Launched in 1995 as a voluntary initiative by young engineers, the “Solar Boat Miyakoda Challenge” is an internal project aimed at building an original boat powered by solar energy and participating in the national competition. Members handle everything from design and construction to refinement themselves, fostering a love of manufacturing and a spirit of challenge. Now in its 31st year since its start, the project continues to serve as a place for interaction across divisions and generations, embodying Suzuki's characteristic spirit of challenge and teamwork. It has been passed down as an initiative that fosters human resources and revitalizes the workplace, while raising interest in environmentally conscious technology.



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 March 2026, 52 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 FY2025, 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.



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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 Kanto Inc.
Work experiences for junior high school students

India Suzuki R&D Center India Private Limited

Installation of small-scale household biogas plants

In FY2025, as part of a CSR project, Suzuki R&D Center India installed 334 small-scale household biogas plants to meet the cooking fuel demands of small and marginal farmers.



Indonesia PT Suzuki Indomobil Sales

Factory tours were held in the Cikarang Plant, with 7,382 students from junior high school through university participating.

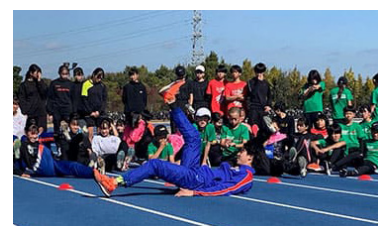
Support Through Sports

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. Marina Saito competed in the women's javelin throw at the 2024 Olympic Games in Paris. Riku Ito was selected for the men's long jump, and Gen Naganuma was selected for the men's javelin throw as members of the Japanese national team for the World Athletics Championships Tokyo 25.



Olympians such as Head Coach Akihiko Nakamura (men's decathlon, representative of Japan at the Rio Olympics) and Coach 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.



In collaboration with the company's Health and Productivity Management Promotion Team, the Suzuki Athlete Club promotes an original exercise program developed by its athletes, known as the Suzuki W-UP Exercise, among employees. The club also participates in events organized by local municipalities to help foster health and wellness within the community. By leveraging the experience and knowledge that active athletes have gained through their competitive careers, including physical conditioning, body management, and nutrition, we aim to contribute to the promotion of health and well-being.



The Suzuki Athlete Club will continue its efforts to share the joy of athletics and the inspiration, excitement, and dreams that sports can bring to children through a variety of outreach activities.

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.

It is now said to be practiced in 80 countries, and international competitions such as the FIG World Championships are held.

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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).



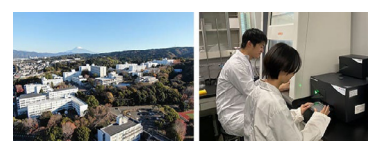
Collaborative Creation with Various Academic Institutions

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.

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

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, Dr. Iqbal Ahmad Khan, Vice Chancellor of University of Agriculture Faisalabad, Pakistan, and President Kawamura of Pak Suzuki Motor Co., Ltd.

Participation in the "Hiroshima University Smart City Co-Creation Consortium"

Hiroshima University, a National University Corporation

Purpose: Through the Co-Creation Consortium*, to utilize next-generation mobility solutions, including the on-demand urban transportation system of "Glydways" in which Suzuki has invested and strategically collaborated with, and to conduct research and evaluations regarding technical verification and commercialization with a view toward future social implementation in Higashihiroshima City.

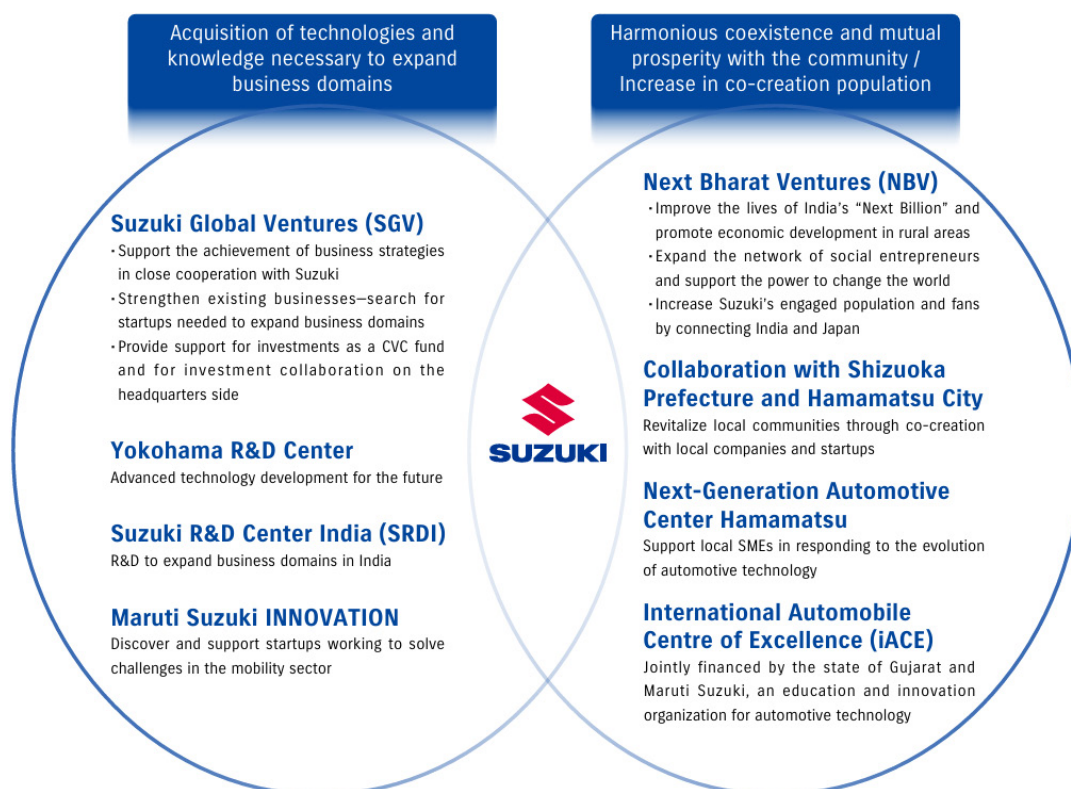
*The Co-Creation Consortium is an industry-government-academia partnership established in 2022 with the aim of realizing a sustainable future society, including Society 5.0, carbon neutrality, and the Vision for a Digital Garden City Nation.



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Co-Creation with Various Business Partners

To obtain the knowledge and technologies required to expand our business areas, we are strengthening our efforts to collaborate with startups. As part of our commitment to growing alongside the communities where we operate, we seek to deepen the ties between Suzuki, society, and local people while fostering a broader ecosystem for co-creation. We will support startups and local businesses in Hamamatsu City, Shizuoka Prefecture, where our headquarters is based, and in rural areas of India, with the aim of achieving sustainable growth together.



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



Notable partner companies



SUZUKI INITIATIVE

Next Bharat Ventures

India: Gujarat, Bengaluru, Hyderabad

Mission

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



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Development of a facility inspection robot for the superconducting maglev

* The linked page is available in Japanese only.



Air India, SkyDrive and Suzuki signed an MoU for a feasibility study of medical air logistics in India

* The linked page is available in Japanese only.



Launch of a demonstration experiment on mobility support using electric mobility

* The linked page is available in Japanese only.



Establishment of “Suzuki e-Micromobility Innovation Lab for Ecosystem (SMILE),” a co-creation hub for a multipurpose e-mobility platform, in India

* The linked page is available in Japanese only.



Next Bharat held the “Next Billion Forum 2025”

* The linked page is available in Japanese only.



Suzuki’s corporate venture capital fund was recognized as a certified venture capital by Shizuoka Prefecture

* The linked page is available in Japanese only.



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 mini vehicle 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

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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 FY2025, Suzuki Plaza was visited by 9,998 students from 128 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.

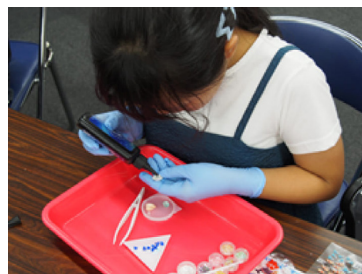


Monozukuri events

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 FY2025, 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.



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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 FY2025, SUZUKI FOUNDATION provided financial assistance for 84 projects totaling 173,010,000 yen, comprising the programs for both general and young researchers. From FY1980 to FY2025, we awarded financial assistance totaling 2,244,250,000 yen for 1,486 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 FY2025, SUZUKI FOUNDATION disbursed funds of 49,200,000 yen for 5 projects. From FY2003 to FY2025, SUZUKI FOUNDATION has disbursed funds totaling 548,210,000 yen for 59 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 FY2025, SUZUKI FOUNDATION disbursed 33,050,000 yen in funds to 122 projects. It has provided a total of 928 disbursements of funds totaling 261,910,000 yen through to FY2025.

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 FY2025, we provided grants totaling 8,180,000 yen to two 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 FY2025, SUZUKI FOUNDATION awarded grants totaling 176,870,000 yen to a total of 37 researchers.

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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 6th 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.

The 6th Yaramaika Grand Prize was awarded to Masato Abe, Professor Emeritus, Kanagawa Institute of Technology, and the Special Prize to Shoichi Kikuchi, Associate Professor, Shizuoka University and Hiroaki Kubota, Associate Professor, Tokai University.

Presentation Ceremony for the 6th Yaramaika Grand Prize and Yaramaika Special Prize

From left: Toshihiro Suzuki, Chairman of the Suzuki Foundation; Masato Abe, Professor Emeritus, Kanagawa Institute of Technology (Recipient of the Yaramaika Grand Prize); Shoichi Kikuchi, Associate Professor, Shizuoka University; and Hiroaki Kubota, Associate Professor, Tokai University (Recipient of the Yaramaika Special Prize).



Researchers Receiving Research Grants

With Motoki Ozawa, Director-General of the Industrial Department, Kanto Bureau of Economy, Trade and Industry (fourth from right), and Toshihiro Suzuki, Chairman (sixth from left).



Researchers Receiving Grants
under the General Research Category



Researchers Receiving Grants
under the Young Researcher Category

Total assets and number and amount of disbursements

- Total assets: 17,116,480,000 yen (March 31, 2026)
- Number of disbursements: 213 in FY2025; total of 2,510 disbursements from FY1980 to FY2025
- Amount of disbursements: 263,440,000 yen in FY2025; total of 3,231,240,000 yen from FY1980 to FY2025

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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 Education and Culture 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 FY2025, Foundation offered scholarships totaling 56,520,000 yen to 117 high school and 20 university students.

Moreover, 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 FY2025, Foundation 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 Education and Culture Foundation donates goods including playground equipment, sports goods, machine tools, and musical instruments to the PTAs of special-needs schools in Shizuoka Prefecture. Foundation wishes that by using those goods, students with disabilities attending those schools can expand their potential through sports and education activities.

In FY2025, Foundation donated 33 items to 33 school PTAs of goods totaling 20,400,000 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 Education and Culture 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 192 students from kindergarten to high school, of which 179 are from Brazil and 13 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 FY2025, Foundation disbursed financial assistance of 3,000,000 yen to the school. 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, 2026)

- Scholarships provided: 743 students (602,890,000 yen)
- Support for special-needs schools: 205 disbursements (183,890,000 yen)
- Support for to schools for foreign nationals: 16 disbursements (122,500,000 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: 926,580,000 yen

Suzuki Education and Culture Foundation homepage

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

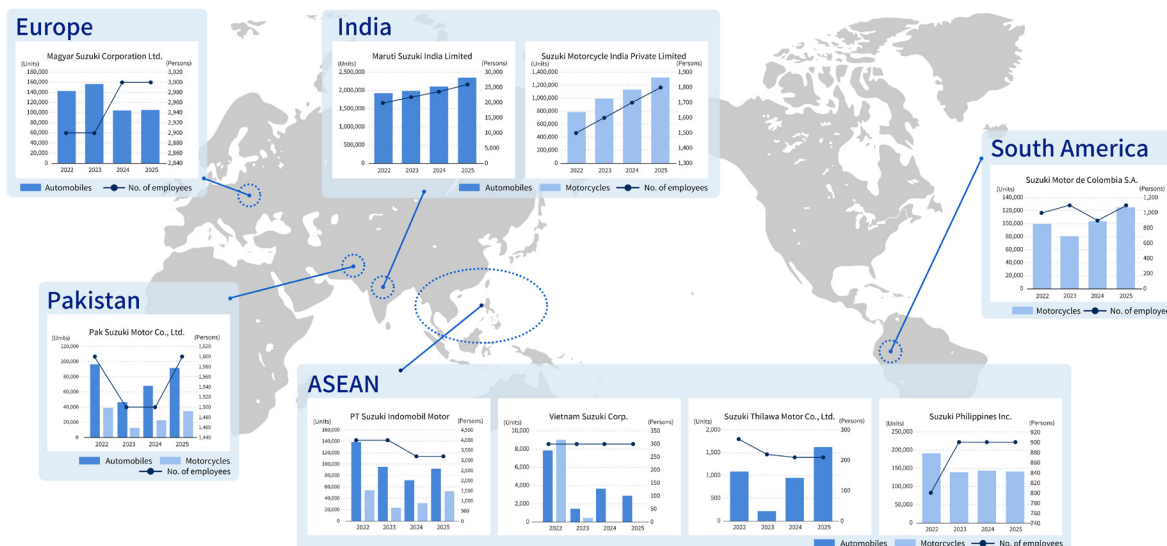
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Contributing to Local Economies Through Business

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



Support for the Local Community

The Suzuki Group carried out the following support for the local community in FY2025.

Support for flood damage in Pakistan

Pak Suzuki Motor Co., Ltd., a Pakistani subsidiary of Suzuki Motor Corporation, jointly with its business partners, donated 30 million Pakistani rupees (approximately 16 million yen) to support flood damage relief efforts in Pakistan.

<https://www.suzuki.co.jp/release/d/2025/0929a/>

* The linked page is available in Japanese only.

Disaster relief support for Makinohara City following Typhoon No. 15

We donated 10 million yen to Makinohara City in Shizuoka Prefecture to support victims and aid in recovery and reconstruction efforts following the disaster. In addition, based on the disaster support agreement between Suzuki Motor Corporation and Suzuki Motor Sales Hamamatsu Inc. and Makinohara City, Suzuki Motor Sales Hamamatsu Inc. lent 10 mini commercial vehicles to Makinohara City free of charge.

<https://www.suzuki.co.jp/release/d/2025/1010/>

* The linked page is available in Japanese only.

Support for flood damage in Sumatra, Indonesia

PT Suzuki Indomobil Motor, an Indonesian subsidiary of Suzuki Motor Corporation, donated 300 million rupiah (approximately 2.6 million yen) to support relief efforts for flood damage in Sumatra, Indonesia.

<https://www.globalsuzuki.com/globalnews/2025/1217.html>

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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

Sponsorship of the "Yoga Festival in SHIZUOKA"

* The linked page is available in Japanese only.



Sponsorship of the "India & Hamamatsu Festival 2025"

* The linked page is available in Japanese only.



Participation in the "Shizuoka Environmental and Welfare Collaboration Promotion Council"

* The linked page is available in Japanese only.



Japan Domestic sales distributors

In FY2025 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 Yamagata Inc.



Food drive activities
Suzuki Motor Sales Niigata Inc.



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

Hungary Magyar Suzuki Corporation Ltd.

Provision of vehicles to public agencies

Magyar Suzuki Corporation Ltd. provided vehicles to the Esztergom Police for three years of use, and to the Esztergom Fire Station, Esztergom Hospital, Esztergom Civil Guard, and the Komárom-Esztergom County Red Cross for one year of use.

Donation to the foundation

On May 20, 2025, Magyar Suzuki Corporation Ltd. donated 50 chairs and two sofas to the Vaszary Kolos Hospital Foundation in Esztergom to support the modernization of its patient care department.

Support for local organizations

Magyar Suzuki Corporation Ltd. supported two local organizations at Christmas. Magyar Suzuki donated 2.5 million forints to the Montágh Imre Educational Institution through the Foundation for the Education of Children with Disabilities. This donation will be used to purchase educational materials and fund the institution's 2026 programs. Magyar Suzuki also donated 2.5 million forints to the Foundation for the Support of Children and Youth with Disabilities, which will use the funds to purchase special bathtubs and outdoor furniture.

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Spain **Suzuki Motor Iberica, S.A.U.**

Fuel efficiency record challenge for social contribution

The "Suzuki Litros x Kilos" event was held once again. In this charity event, the difference between the actual fuel consumption and the official fuel efficiency value is calculated, and that reduction is converted into kilograms of essential food items. These food items are donated to families in need through the Madrid Food Bank.

At this 11th event, a total of 3,009 kg of essential food items were collected and distributed to people living in situations of poverty or social exclusion. The cumulative total of food donated through this initiative has reached approximately 42 metric tons.

UK **Suzuki GB PLC**

- In September 2025, held the MacMillan Coffee Morning to raise funds for cancer research
- In December 2025, conducted a gift donation activity through MK Act and distributed Christmas care packages (Christmas hampers)

Indonesia **PT Suzuki Indomobil Motor**

- Provision of trash collection carts to residents in Sukamahi District, Cikarang Pusat
- Financial assistance of 1 million rupiah to each of the ten neighborhood organizations (Rukun Tetangga, RT) and 1.5 million rupiah to each of the two regional community organizations (Rukun Warga, RW)
- Donation of a refrigerator to the Cikarang Regional Health Center (Puskesmas)
- Donations in Jatimulya District for the renovation of MCK (public bath, washroom, and toilet) facilities and the repair of a community hall
- Donations of milk and eggs to support efforts to address stunting

Indonesia **PT Suzuki Finance Indonesia**

As part of its CSR activities, Suzuki Finance Indonesia makes donations and provides support to several orphanages during religious ceremonies such as Ramadan and Christmas.

Philippines **Suzuki Philippines Inc.**

On July 24, 2025, Suzuki Philippines provided boats and outboard motors to support rescue activities in flood-affected areas in the province of Laguna, implementing assistance for the local community. To support flood response and rescue activities, rubber boats equipped with Suzuki's 6-horsepower outboard motors were provided. In addition, a polyethylene boat equipped with a Suzuki 15-horsepower outboard motor was delivered to the City of Santa Rosa to support local rescue activities.

Furthermore, on July 26, 2025, Suzuki Philippines Inc. provided support to the Barangay Dela Paz Rescue Team in Biñan City, the province of Laguna. The team used a rubber boat equipped with a 6-horsepower marine outboard motor to deliver 200 sets of relief supplies, primarily to residents in Sikabil District. Floodwaters in that area had reached a level of approximately 4 feet (about 1.2 meters). This equipment enabled access to severely affected areas that were difficult to reach with conventional boats, allowing essential living supplies to be delivered directly to households in need.



Thailand **Thai Suzuki Motor Co., Ltd.**

In commemoration of Children's Day, we provided scholarships and educational supplies to students.



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Colombia Suzuki Motor de Colombia S.A.

Improving Educational Environments for Children

On March 13, 2026, in partnership with our business partner Pintupartes S.A.*; we donated six desks and 20 chairs through the Crisol Foundation to improve educational environments for children in Pereira, Risaralda Department.

These items were made using metal frames provided by the Company and recycled plastic lumber manufactured from 2.3 metric tons of plastic collected with the cooperation of over 1,000 participants, including local residents, partner organizations, and other stakeholders.

*Pintupartes S.A. is a Colombian company specializing in automotive parts and coatings.

Donation of backpacks and school bags filled with school supplies

On March 13, 2026, through the Crisol Foundation, Suzuki Motor De Colombia distributed 40 backpacks and school bags filled with school supplies to children in Pereira, Risaralda Department.

These bags were made from recycled used uniforms donated by employees of Suzuki Motor de Colombia, promoting resource reuse while supporting the children's educational needs.

Awards and Recognition

Received the 2025 Good Design Award for "Shuppa," a service for mobile sales business operators jointly developed by Showcase Gig Inc. and Suzuki Motor Corporation

<https://www.suzuki.co.jp/release/d/2025/1015/>

* The linked page is available in Japanese only.

Received the "Corporate Innovation Award" at the "Silicon Valley November Summit 2025" hosted by Plug and Play

<https://www.suzuki.co.jp/release/d/2025/1215a/>

* The linked page is available in Japanese only.

The improvement of automotive injector collective packaging for overseas markets won the "WorldStar Award"

<https://www.suzuki.co.jp/release/d/2026/0209/>

* The linked page is available in Japanese only.

Colombia Suzuki Motor de Colombia S.A.

Won the "Danta de Paramo Award"

On December 10, 2025, Suzuki Motor de Colombia received the "Danta de Paramo Award" in the SEMBRA Environmental and Social Sustainability Awards Program organized by the Regional Autonomous Corporation of Risaralda (Corporación Autónoma Regional de Risaralda, CARDER).

India Suzuki R&D Center India Private Limited

Won the Grand Prize in the "Sustainability & Go Green Efforts" category at the "Innovatopia Awards"

<https://www.suzuki.co.jp/release/d/2025/0730/>

* The linked page is available in Japanese only.

Won the "IMPACTFUL GCCs of India" at the "ET Edge GCC Summit 2025"

<https://www.suzuki.co.jp/release/d/2025/1224a/>

* The linked page is available in Japanese only.

India Maruti Suzuki India Limited

Won the "Special Jury Commendation - Exemplary Innovation" at the "FICCI*1 CSR Awards"

Won the "1. Excellence in Emergency Care - First responder training at IDTRs / 2. Excellence in Enforcement - Automated Driving Test Track (ADTT)" at the "FICCI*1 Road Safety Awards"

Won the "Excellence in supporting Higher Education Skill Development" at the "ASSOCHAM*2 CSR & Sustainability Awards"

*1 Federation of Indian Chambers of Commerce and Industry

*2 Associated Chambers of Commerce and Industry of India

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Human capital Management That Fosters Individual Growth

- ✓ 1. Suzuki's Philosophy on Human Capital ✓ 2. Human Capital driving the execution of Suzuki's Management Strategy ✓ 3. The Positioning of Human Capital
- ✓ 4. Initiatives for "Aligning the Core Principles for Judgment and Action (Suzuki OS)" ✓ 5. Initiatives for "Operating the Mechanism for Growth"
- ✓ 6. Initiatives for "Sustaining Conditions for Maximizing Organizational and Individual Performance"

1. Suzuki's Philosophy on Human Capital

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

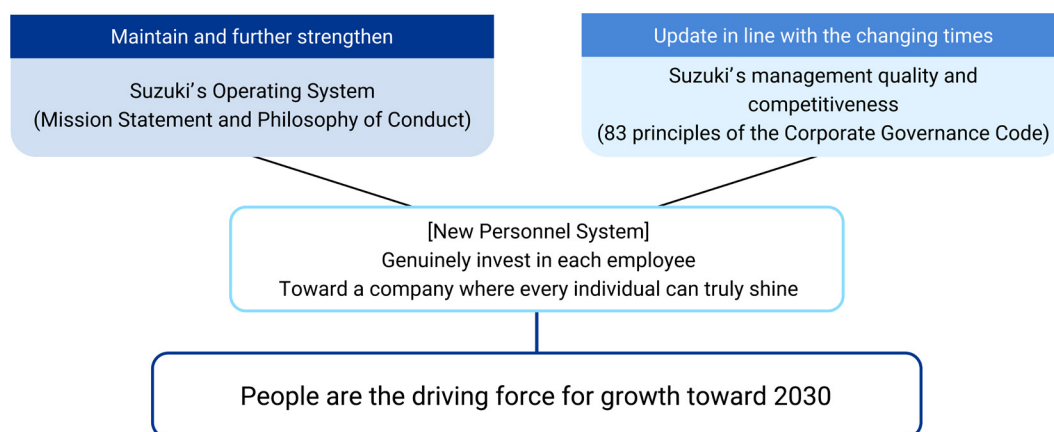
Following the General Meeting of Shareholders held on June 25, 2021, the Company transitioned from a management structure led by Former Chairman Mr. Osamu Suzuki to a collective management structure centered around President Mr. Toshihiro Suzuki. Under this new structure, we have "further strengthened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

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

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

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

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



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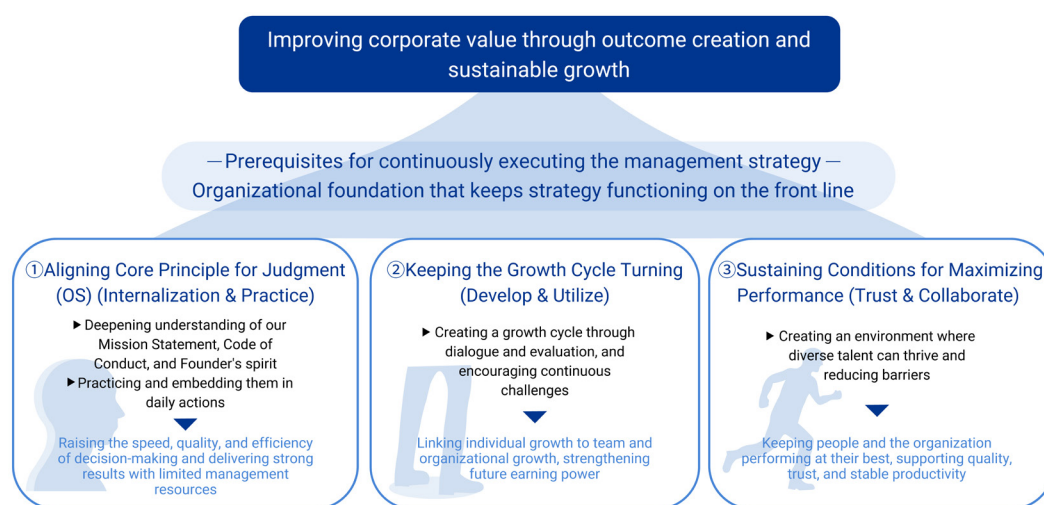
2. Human Capital driving the execution of Suzuki's Management Strategy

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

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

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

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



3. The Positioning of Human Capital

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

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

① Aligning Core Principles for Judgment and Action (Suzuki OS)

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

② Operating the Mechanism for Growth

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

③ Sustaining Conditions for Maximizing Organizational and Individual Performance

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

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

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4. Initiatives for “Aligning the Core Principles for Judgment and Action (Suzuki OS)”

i) Embedding and Sharing Our Principles for Decision-Making

Embedding the Mission Statement and Philosophy of Conduct and Putting Them into Daily Practice

To ensure continued customer satisfaction and earn customers’ trust in Suzuki, we work to ensure that every employee reaffirms our founding spirit and the spirit of manufacturing, and consistently puts our Mission Statement and Philosophy of Conduct—the “Suzuki OS”—into practice in their work. Through training for all employees, from new hires to those in leadership positions, together with day-to-day work in each workplace, we seek to firmly embed these principles throughout the company.

We also provide training for senior management at our overseas subsidiaries to deepen their understanding of our Mission Statement and Philosophy of Conduct, enabling them to make management decisions based on the “Suzuki OS” around the world.

President’s Workplace Dialogue

Since 2021, we have held workplace dialogue sessions with the President at individual workplaces across all 31 Verticals. These sessions aim to facilitate dialogue between Managers and their Direct Reports, among colleagues, and across divisions, while fostering an environment where employees feel comfortable reporting problems, sharing information, and seeking advice.

During these sessions, the President personally shares his thoughts with employees, who in turn discuss their day-to-day concerns and express their views. For employees in the early to middle stages of their careers in particular, these sessions provide an opportunity to convey their thoughts directly to the President in their own words.

We also publish the content of these sessions on our internal website and share it with all employees. This helps encourage more active workplace dialogue, boost employee motivation, and align all employees toward a shared direction.

ii) Elevating the Quality of Judgment and Action

Training for Officers and General Managers

The greatest value of this training program lies in laying the foundation for officers and General Managers to enhance their management literacy, develop and discuss their own hypotheses, and lead transformation in an era of uncertainty. Moving beyond simply following precedent and gaining a perspective that identifies the essence of change are essential to leading the automotive industry through its transformation and achieving growth by taking on challenges that go beyond incremental change.

The program covers foundational topics such as Suzuki’s history and legal affairs, as well as key contemporary issues including AI, geopolitics, and corporate finance. It continues to evolve through a dialogue-based cycle of improvement. As part of the program, we also introduced a recommended reading initiative in April 2024. We share the selected books, the reasons for their selection, and each participant’s reading status with all employees on our internal website. By making senior management’s commitment to continuous learning visible, we aim to embed a culture of self-directed growth throughout the company and strengthen our capacity for co-creation as “Team Suzuki.”

We have also launched an onboarding program for mid-career hires. Officers who embody our Mission Statement and Philosophy of Conduct serve as instructors, articulating the “Suzuki OS” in their own words and directly communicating the practical behaviors that reflect Suzuki’s distinctive character. Through this program, we help lay the foundation for mid-career hires to contribute as members of “Team Suzuki” early in their employment.

We will continue to further develop this training program as a core program that drives the sustainable enhancement of corporate value and encourages employees to take on challenges that lead to discontinuous growth.

Fostering Diverse Values and Delivering Training Tailored to Workplace Realities

Our training brings together participants from different divisions to consider issues and engage in discussions from multiple perspectives, helping to foster new ideas and diverse values.

In addition to helping employees gain diverse perspectives, we provide training by organizational level, grounded in an understanding of our Mission Statement and Philosophy of Conduct, to enable each employee to make sound judgments and take appropriate action.

This training helps employees reaffirm the roles and perspectives expected at each level. It also emphasizes dialogue and exercises based on workplace challenges to help employees apply what they learn in their daily work.

We are also enhancing training by organizational level, which previously had some restrictions based on position or years of service, so that employees can access learning suited to their respective roles. To this end, we are offering greater flexibility in when employees take training, reviewing training content, and making ongoing improvements based on issues and feedback gathered from each workplace.

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5. Initiatives for “Operating the Mechanism for Growth”

i) Human Capital Development

Employee Development Through Everyday Work for All Employees

As changes in the business environment make work more complex and place greater demands on employees’ judgment, we believe it is important to continuously foster Individual Growth. We therefore emphasize employee development through everyday work and implement systems that enable each employee to learn and grow independently.

Specifically, we promote the systematic acquisition of specialized knowledge and skills through on-the-job training (OJT) and off-the-job training (OFF-JT), including internal training and external seminars. Our engineering and manufacturing functions use skill maps to make the capabilities required for each job visible and support structured employee development. We also support self-directed learning by providing an on-demand learning environment for all employees.

In the digital field, with Global IT taking the lead, we provide digital transformation (DX) management training for senior executives and managers. In addition, we are advancing initiatives for all employees, including the development and support of citizen developers, training in data analysis and utilization, and the development of infrastructure to support the use of generative AI. Approximately 14,500 employees currently use generative AI, and citizen developers have developed more than 1,000 applications, demonstrating steady progress in strengthening digital capabilities across the company.

Through these initiatives, we strengthen the foundational capabilities needed to meet increasingly sophisticated job demands and foster a cycle of self-directed growth, helping to enhance the entire organization’s ability to execute and deliver results.

Growth Opportunities Through Cross-Boundary Experiences for Selected Employees

Amid a rapidly changing business environment, we provide employees with opportunities to grow in settings beyond their usual organizational boundaries that challenge their existing experiences and values.

Specifically, through secondments to startups such as SkyDrive, we provide opportunities to tackle practical problems in a fast-paced business environment. In India, we have established a base within a local university for initiatives aimed at addressing issues rooted in Indian society. Through visits to rural communities and startups, participants also gain an in-depth understanding of realities on the ground in India, with the aim of growing together with India beyond the scope of our mobility business. In addition, our Silicon Valley training enables participants to learn from the practices of local startups that embody our Mission Statement, “focus on the customer,” deepening their understanding of how to create value by taking customer needs as the starting point.

Through these initiatives, we broaden employees’ perspectives and ways of thinking and foster a willingness to take the initiative in tackling challenges, helping to strengthen the entire organization’s capacity for transformation.

Developing Talent to Foster Growth Across the Region

Suzuki and other local companies have invested in YARAKASHIMA Co., Ltd., established in Hamamatsu in April 2025, and are promoting a talent development project centered on “Individual Growth.”

The project aims to foster substantial personal growth by encouraging employees to set aside their corporate titles and take on challenges outside their own organizations but own organizations within the local community, with a spirit of contributing to others. Through these experiences in unfamiliar environments, participants discover new talents and strengths and develop them into additional areas of expertise, building on the expertise they have cultivated through their primary work. These new strengths, in turn, further enhance their original expertise, creating synergies that help them grow.

Through this project, we aim to build an ecosystem in which people across the region share their talents and grow together, helping to make Hamamatsu “a city that continues to grow” and attracts many talented people.

ii) Human resource system reforms

Job System and Ability Qualification

We comprehensively overhauled our HR system in April 2024. We reviewed the Ability Qualifications for each job category and organizational level and introduced the Ability Qualification System, which clearly defines the roles, abilities, and behavioral requirements needed to perform job duties. We have clarified the knowledge, skills, know-how, and experience required for duties within each division, while also defining the job responsibilities for each job category. Through two-way dialogue, Managers and their Direct Reports develop a shared understanding of these requirements and responsibilities and carry out their duties on that basis. Through these efforts, we aim to help employees develop their job-related abilities effectively.

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Evaluation

We now conduct Performance Evaluation and Ability Evaluation separately, whereas they were previously conducted together. Short-term performance is reflected in bonuses, while job-related abilities are reflected in pay increases and promotions. This change enables us to accurately evaluate the abilities required for each job category and organizational level and helps foster an environment that encourages further "Challenge and Action."

In addition to the existing Goal Challenge System, under which goals are set every six months and Performance Evaluation is based on the degree of goal achievement, we have introduced the Professional Development System. Under this system, we evaluate how employees have applied and developed their abilities over a one-year period, based on the evaluation items (ability criteria) defined for each Ability Qualification. Through two-way communication between Managers and their Direct Reports, we maintain an ongoing employee development cycle that promotes Individual Growth.

Wages

We have revised our wage structure and Wage Grades to encourage "Challenge and Action" in line with each Ability Qualification and ensure that wages appropriately reflect how employees apply and develop their abilities. We provide the training required for each function and base pay increases on the roles and abilities expected of employees, rather than on years of service. Through these measures, we promote further Individual Growth.

Re-employment system

We have revised our re-employment system so that employees who reach the age of 60 and wish to continue working can embrace "Challenge and Action" regardless of age. Under the revised system, they can perform duties comparable to those of regular employees while maintaining their salary at the level they received at age 60.

By matching employees with suitable assignments across the company and providing retraining, we have enabled assignments that best suit each individual's job-related capabilities and created an environment where employees can work with energy and enthusiasm.

Notice Concerning Introduction of Restricted Stock Compensation Plan for Suzuki Motor Corporation Employees



iii) Assigning the right positions for the right people

Talent Management

We are engaged in talent management to maximize the strength of the entire organization By assigning the right positions for the right people needed to implement our management strategy. We are making information on each employee's values, experience, expertise, capabilities, and career aspirations readily accessible. We use this information not only to consider assignments and transfers within each department, but also to support employee development with a view to future needs.

Specifically, we have established a talent pool of employees at executive and managerial levels. We flexibly assign people from this pool to positions responsible for organizational management, taking a company-wide approach to optimize personnel allocation. In addition, the President and other senior executives discuss succession candidates at management meetings based on a list of potential successors. Through these discussions, we develop succession plans for the next generation of leaders, including officers, Executive General Managers, and Division Managers.

Through these initiatives, we help each employee realize their full potential and develop people who will lead the company in the future. By matching people to the right roles, we strengthen the organization's ability to execute and respond flexibly to changes in the business environment.

Departmental HR

To address workplace concerns accurately and promptly from a position closer to employees, we established departmental HR units operating independently of the Human Capital Development Division in the Automobile Engineering and Manufacturing divisions in 2023 and in the Japan Sales Division in 2025. These units promote improvements to the workplace environment and employee development.

These HR units listen to employees within their respective divisions and provide attentive support to help resolve individual concerns and matters raised in consultations. For issues that are difficult to address within a division, they collaborate with the Human Capital Development. Through these efforts, they help improve employee retention.

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iv) Workforce Mobility

Mid-Career Recruitment

Amid increasing workforce mobility and worsening labor shortages, we strive to build a company and workplace environment where people see working at Suzuki as both attractive and an opportunity for personal growth.

Against this backdrop, we pursue mid-career recruitment through a variety of channels to secure the people needed to implement our management strategy and promote workforce mobility. In addition to actively recruiting people with knowledge and experience in new fields, we draw on existing relationships by rehiring former employees and recruiting through employee referrals. These efforts help us secure people who bring both fresh external perspectives and an understanding of Suzuki.

Through these initiatives, we bring in people with diverse experience and values, helping to revitalize the organization and strengthen our competitiveness.

Recruitment of Digital Professionals for Next-Generation Technology Development

Securing digital professionals needed to develop next-generation technologies, including CASE, has become an urgent priority. Amid a shortage of digital professionals in Japan, we have turned our attention to India, which produces a large pool of professionals in this field. We have been recruiting directly from the Indian Institute of Technology Hyderabad since 2018, with a cumulative total of 39 people hired as of March 2026.

In the Indian market, where Suzuki has particular strengths, we are also working to enhance competitiveness through personnel exchanges with our subsidiary, Maruti Suzuki India Ltd., bringing together our teams in Japan and India.

6. Initiatives for “Sustaining Conditions for Maximizing Organizational and Individual Performance”

i) Health and Safety

Health Management

We regard each employee's health as an important management resource and are committed to health Management. We have adopted a “Health Declaration” under the slogan “Our employees' smiles inspire our customers' smiles” and are working to promote understanding of this declaration throughout the company.

To raise employees' health awareness, we provide education and information to improve health literacy. These efforts include holding roundtable discussions on health management between senior management and employees and sharing the discussions internally. To support mental health, we provide training on self-care and on how managers can support their team members' mental health. We also develop consultation systems both within and outside the company and provide various forms of support, including consultation services available to employees and their families.

We also promote everyday health through initiatives aimed at establishing regular exercise habits. For example, the Suzuki Athlete Club contributes ideas, develops Suzuki's own exercise routines, and provides instruction.

Through these ongoing efforts, we have been certified as a KENKO Investment for Health Outstanding Organization every year since 2021, and we received White 500 recognition in both 2025 and 2026. We will continue our health Management initiatives to keep bringing smiles to our customers and employees.

Safety and health

Led by the Central Safety and Health Committee and the safety and health committees at each business site, we carry out risk assessments, workplace inspections, safety training, and other activities to promote awareness of our basic safety principles: “Safety takes priority over everything else,” “All occupational accidents can be prevented,” and “Safety is everyone's responsibility.”

Through these initiatives, we aim to prevent occupational accidents and embed safety awareness, helping to create a workplace environment where employees can work safely and with peace of mind.

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ii) Engagement

Assessing and Enhancing Employee Engagement

We regularly conduct employee satisfaction surveys (engagement surveys) to enhance employee engagement and identify organizational issues. These surveys provide a quantitative understanding of employees' perceptions of their work, workplace environment, careers, and other aspects of their working lives. We use the findings to improve our HR systems and initiatives and revitalize the organization.

We also promote the "Future R&D Project" to enhance the value of our human capital by increasing organizational vitality and enthusiasm in the technology development functions that support our manufacturing. Starting with changes in the mindset and actions of each individual involved in R&D, this initiative seeks to build organizational energy and foster a culture in which new challenges are continually taken on and new value is created. Led by younger and mid-career employees, with senior management overseeing and supporting their activities, the project creates more opportunities for people to meet and interact, embrace diverse values and perspectives, and act on their own initiative.

By continuously repeating the cycle of "survey, analysis, improvement, and effectiveness evaluation," we will build organizational energy through individual initiatives and help that energy spread. Through these efforts, we aim to better understand and enhance employee engagement and support the organization's sustainable growth.

iii) Diversity

Promoting Women's Advancement

At Suzuki, we respect the human rights, individuality, and aspirations of every employee, regardless of gender, age, nationality, religion, or disability. We are working to create an environment and foster a culture in which employees can develop and fully apply their abilities through diverse working arrangements. We regard promoting women's advancement as the first step in these efforts.

To make Suzuki a company where women can play an even greater role, in 2020, we set a target to triple the number of women in managerial and supervisory positions by 2025 compared with FY2015. We worked to increase the number of women in these positions, including managers and candidates for management roles. As a result, the number reached 223 in FY2024, or 4.2 times the FY2015 level, achieving the target ahead of schedule.

Meanwhile, in FY2025, there were 34 female managers, accounting for 2.23% of all managers. Our long-term aim is to bring the proportion of female managers into line with the proportion of women in our workforce. As an initial step, we aim to increase the proportion of female managers to 5.0% by 2030. To achieve this, we will not only support employees in balancing work and family responsibilities but also help them develop their careers.

Supporting Work-Family Balance

We are creating an environment where motivated and capable employees can continue working by establishing systems that enable them to choose from a range of working arrangements. To help employees balance work with childcare or family caregiving, we provide a reduced working hours system and leave and leave-of-absence arrangements to support working arrangements suited to different life stages.

As part of these efforts, we promote men's involvement in childcare. In FY2025, the childcare leave take-up rate among male employees reached 73.2%, reflecting steady progress in fostering a workplace culture that supports men's involvement in childcare.

We also continue to create an environment where employees can work with peace of mind by enhancing support for employees and their families. These efforts include organizing get-togethers for employees who have taken childcare leave and providing online consultations with pediatricians and obstetricians/gynecologists.

In recognition of these efforts, we received "Platinum Kurumin" certification in 2024. We will continue to raise awareness of work-life balance throughout the workplace and promote a supportive working environment.

Strengthening Support for Global Talent

As we operate globally, people from 23 different countries and regions play active roles in our organization.

To enable people from diverse backgrounds to collaborate and create new value while drawing on their individual characteristics and values, we are expanding opportunities for people with different cultural backgrounds and values to work together. These opportunities include two-way personnel exchanges with our overseas operations, including those in India, as well as direct recruitment from the Indian Institutes of Technology and the Indian Institutes of Management. Through these initiatives, we seek to create business value by leveraging each individual's strengths.

To ensure that our global talent can work with peace of mind, we are improving workplace environments while also enhancing living environments and providing support for daily life. For example, to accommodate diverse dietary needs, we serve Indian vegetarian dishes developed in collaboration with a local company at our headquarters' employee cafeteria. We carry out these initiatives in collaboration with local governments and local companies.

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LGBTQ

At Suzuki, our employment regulations prohibit harassment and discriminatory language and behavior related to sexual orientation and gender identity. We also work to foster a culture in which employees understand and accept diversity in sexual orientation and gender identity. Our efforts include covering this diversity in the "Compliance Handbook," which is distributed to all employees. In addition, we have introduced the same uniforms for all employees regardless of gender and increased the number of all-user restrooms.

Employment of people with disabilities

We are working to create an environment where employees with disabilities can work with peace of mind over the long term. We assign dedicated staff within the Human Resources Div. and place vocational life counselors for employees with disabilities in the workplace to help address their concerns and problems.

As of March 31, 2026, Suzuki Support Co., Ltd., a special subsidiary established in February 2005, had 98 employees with disabilities, including those with severe disabilities. Working closely with their supervisors, these employees are engaged in cleaning offices within Suzuki's head office, employee dormitories, and related facilities, managing stationery within the company, and carrying out farm work. They have built positive relationships with their colleagues and play an active role as members of the organization.

At Suzuki, we will continue our efforts to enable people with disabilities to experience the joy of working and personal growth through participation in society.

iv) Labor practices

Employee Benefits

We are working to enhance our employee benefits to enrich our employees' lives and create a comfortable working environment. As part of these benefits, we have introduced an employee stock purchase plan that enables employees to own shares in the company. The plan allows improvements in company performance to translate into increases in the value of employees' assets through the share price, helping to boost motivation and foster a sense of participation in management. To make the plan more attractive and easier to join, in April 2023, we increased the incentive rate for contributions to our employee shareholding association from 5.6% to 100%, with a maximum incentive amount of ¥10,000.

We have also introduced a flexible benefits program to provide a variety of support options tailored to each employee's needs. In addition, we are working to make everyday working life more comfortable by improving our employee cafeterias and introducing food trucks.

Through these initiatives, we are working to improve employee satisfaction and create a comfortable working environment.

Labor-management relations

We are committed to building relationships based on dialogue between labor and management. We reviewed the traditional framework of spring labor-management negotiations, and, in 2022, shifted to "Spring Labor-Management Dialogue." Through these discussions, we seek to deepen mutual understanding and address issues. The dialogue provides a forum for the company to share its future initiatives with the union, discuss challenges, and work together toward solutions. It also enables both sides to align their efforts to support Individual Growth, including the development of job-related skills.

We believe it is important for managers, as well as union members, to take part in the dialogue. Accordingly, we are promoting initiatives that bring management and employees on the front lines together, including messages from the President to managers. In 2026, we also worked to promote company-wide sharing and understanding by sharing the dialogue, including the President's message, with employees in real time.

Furthermore, we continue to implement measures based on the dialogue and carry out improvement activities at the workplace level, making these ongoing efforts rather than one-off initiatives. Through these efforts, we aim to strengthen trust between labor and management, enhance the organization's ability to execute, and support sustainable growth.

v) Compliance

Ensuring compliance

To ensure that the memory of the 2016 fuel economy and emissions testing issues, as well as the 2018 final inspection issues, is never forgotten, we conduct the annual "Remember 5.18" initiative. Led by the President and executives, this program involves all employees, fostering a workplace culture designed to prevent misconduct by enhancing compliance awareness and open communication. Starting in FY2023, we launched a comprehensive company-wide inventory of all business operations against legal regulations. This review enables us to assess daily operations for any potential risks and resolve underlying issues while they are still minor.

In addition, we distribute the "Compliance Handbook", which specifies the Code of conduct that employees should observe in their daily duties, to all employees. We also deliver one compliance-related quiz every day, striving to create a culture where employees remain continuously aware of compliance in their daily routines.

Through these initiatives, we establish compliance awareness throughout the entire organization, leading to the promotion of appropriate business activities and the securing of trust from society.

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Employee health and safety

- ▼ Safety and Health Control System
- ▼ Risk Assessment Activities
- ▼ Employee Health
- ▼ Health Management Promotion Structure
- ▼ Initiatives to Promote Internal Awareness
- ▼ Initiatives to Improve Health Literacy
- ▼ Initiatives to Promote Health Management in the Community
- ▼ Employee Benefits

Basic Safety Concept

Make safety the first priority. (Safety First)

The basis of corporate activities is “people.”

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

All accidents are preventable.

Managers must lead the workplace, having the strong belief that “all accidents are preventable.”

Safety is everyone’s responsibility.

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

Let’s make a culture where everyone follows the rules and mutually warns each other in the workplace.

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Safety and Health Control System

The Central Safety and Health Committee, attended by representatives of each business site and labor unions, is held twice a year to determine the basic policies on occupational safety, occupational health, and traffic safety.

In addition, the Central Safety and Health Committee conducts a central safety patrol once a year. Through “cross-cutting” safety activities based on cross-checks among departments, we raise safety awareness within the Company. At each business site, a Departmental Safety and Health Committee is established, and, based on the policy of the Central Safety and Health Committee, each site carries out day-to-day safety and health activities.

Initiatives for safety and health

The following are the initiatives primarily implemented in FY2025 to ensure employees can work safely, securely and in good health.

■ Initiatives in FY2025

	Target	Priorities	Specific measures
Occupational Safety	Zero serious or lost-time accidents Total number of occupational accidents of 46 or less	Rigorous workplace safety management	<ul style="list-style-type: none"> ● Conduct risk assessments focusing on insufficient safety measures and inadequate maintenance and management of facilities, and promote risk reduction measures ● Departments that have not yet completed risk assessments for cranes and forklifts will continue to do so. ● Improve layout, work environment, and walkways, and promote 5S ● Promoting pedestrian-vehicle separation and compliance with walking rules.
		Improve safety awareness and ensure safe behavior through repeated education and drills	<ul style="list-style-type: none"> ● Safety education of supervisors ● Educate personnel on regulations and rules reflecting past accidents, including experienced workers ● Improve risk prediction skills and risk sensitivity by continuing risk prediction drills and providing experiential training on risks
		Prevention of accidents for workers with limited work experience (less than 6 months) and for personnel who have been transferred to new processes (less than 1 month).	<ul style="list-style-type: none"> ● Conduct regular patrols, work checks, and interviews ● Strengthen follow-up of temporary employees in particular (Confirm rules and basics, and identify difficult tasks)
Occupational Health	Zero work-related illnesses Number of suspected heat stroke cases: 70 or fewer	Proper understanding and management of chemical substances	<ul style="list-style-type: none"> ● Obtaining the latest SDSs for products handled and understanding their contents ● 100% implementation of risk assessments for products handled (Chemical substance preliminary assessment form) ● Thoroughly informing workers of risk assessment results and countermeasures ● Compliance with various relevant laws and regulations (organic substances regulations, specialized chemical substances regulations, fine particles regulations, noise regulations, etc.) including measurements in work environment ● Ensuring the Proper Performance of Duties by Chemical Substance Managers and Protective Equipment Supervisors
		Thorough preventive measures against heat stroke	<ul style="list-style-type: none"> ● Activities to raise awareness of the degree of danger using heat stroke alerts and the WBGT (heat index) ● Introduction of appropriate facilities, equipment, and tools suited to the characteristics of the site ● Thorough health checks by supervisors prior to the start of work (including sleep, meals, hydration, etc.) ● Sharing information horizontally and thoroughly raising awareness based on reports of suspected heat stroke ● Establishing systems for the detection, reporting, and response to heat stroke, preparing procedures, and thoroughly informing workers.
		Raising awareness of health management	<ul style="list-style-type: none"> ● Systematic taking of paid leave in accordance with the number of days granted ● Ensuring 100% participation in comprehensive medical checkups and thorough examination after a regular health check ● Activities to raise awareness of internal and external consultation service ● Improving the stress check response rate and the valid response rate ● Implementation of basic infection prevention measures and ensuring that infected patients rest thoroughly

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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, it was introduced at the Osuka Plant as a model site, and in 2025 it was also introduced at each of our production plants in Kosai, Sagara, Iwata, and Hamamatsu (covering all of Suzuki’s production plants). Going forward, we will expand OSHMS implementation to additional sites in sequence.

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

Suzuki Motor Corporation

(Unit: Cases)

		FY2023 result	FY2024 result	FY2025	
				Target	Result
Total number of occupational accidents		68	62	46 or less	72
Serious and lost-time accidents	Lost-time accidents	2	1	0	2
	Serious accidents (Fatal on-site accidents*)	0 (0)	0 (0)		2 (1)*1

*1

An incident occurred during a vehicle test at the Sagara test course in which a worker was fatally injured. At the Sagara test course, we conducted an investigation into the incident and performed a root-cause analysis, and implemented measures to prevent recurrence based on the findings. In addition, we promoted risk assessments, KY (Kiken Yochi) activities, and the development and education of work standards to prevent similar incidents. We will roll out and share this case across all companies in the Suzuki Group and among our cooperating companies, and use it to strengthen incident prevention throughout the Group.

Suzuki Group

(Unit: Cases)

		FY2023 result	FY2024 result	FY2025 result
Total number of occupational accidents		317	212	233
Serious and lost-time accidents	Lost-time accidents	49	35	32
	Serious accidents (Fatal on-site accidents*)	0 (0)	0 (0)	4 (2)*2

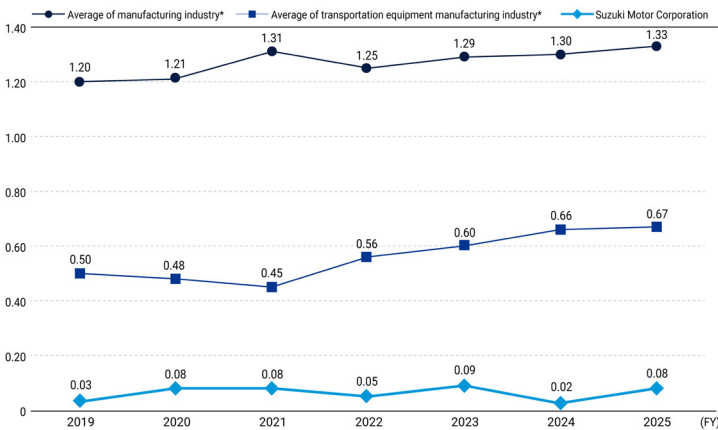
[Target Companies]

Suzuki Motor Corporation, Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd. Suzuki Toyama Auto Parts Mfg. Co., Ltd., Suzuki Akita Auto Parts Mfg. Co., Ltd. Maruti Suzuki India Limited, Suzuki Motorcycle India Private Limited, Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., PT Suzuki Indomobil Motor, Suzuki Manufacturing of America Corporation, Magyar Suzuki Corporation Ltd, Pak Suzuki Motor Co.,Ltd, Suzuki Philippines Inc.,TDS Lithium-Ion Battery Gujarat Private Limited, Suzuki Thilawa Motor Co., Ltd., Cambodia Suzuki Motor Co., Ltd., Suzuki motor de Colombia S.A., and Vietnam Suzuki Corp.

*2

Two incidents occurred at Suzuki Motor Corporation and Suzuki Motor (Thailand) Co., Ltd. At Suzuki Motor (Thailand) Co., Ltd., a fatal accident occurred involving a construction contractor working on site as an external subcontractor. In response to this incident, Suzuki Motor (Thailand) Co., Ltd. conducted an investigation and performed a root-cause analysis, and then implemented measures to prevent recurrence based on the results. In addition, risk assessments were conducted, and daily meetings and KY (Kiken Yochi) activities were carried out every day to strengthen efforts toward the prevention of similar incidents. This case will be rolled out and shared across all companies in the Suzuki Group and with cooperating companies, to strengthen incident prevention throughout the Group.

Trends in occupational accident frequency rate



* Source: Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

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India

Maruti Suzuki India Limited

Maruti Suzuki India Limited has obtained ISO 45001 certification at its Manesar plant, Gurgaon plant, R&D center at Rohtak, and Head Office at Delhi, and is committed to safety and health.

Employee Health**Health management**

At Suzuki, under the catchphrase "Our customers' smiles are born from our employees' smiles," we have worked as "Team Suzuki" to promote KENKO (health) management activities so that all employees working in the Suzuki Group can practice the Mission Statement and work in good spirits with both healthy minds and bodies—enabling us to provide products that bring smiles to our customers. Through our ongoing initiatives, Suzuki has been certified as a "Certified Health Management Organization" every year since 2021. In 2025 and 2026, we were also certified as a Certified Health Management Organization (White 500). Going forward, we will continue our efforts in health management to keep creating customers' smiles by continuously nurturing our employees' smiles.

**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

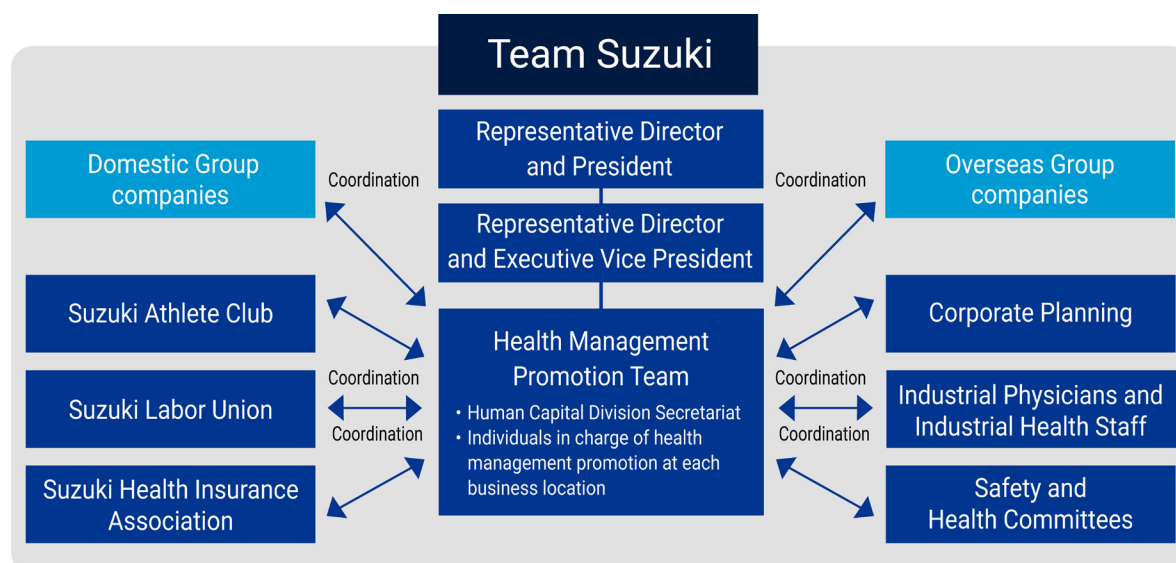
With the President and Representative Director at the top, the Safety, Health, and Disaster Prevention Department serves as the promotion secretariat.

In implementing these initiatives, health promotion representatives are appointed at each business site, and the Company works in collaboration across the organization to carry them out.

In addition, we actively incorporate the opinions of specialized professionals that support employees' health, such as occupational physicians for health promotion, public health nurses, and nurses, and we promote initiatives in cooperation between labor and management.

Furthermore, members of the health management promotion team obtain qualifications as health management expert advisors and/or health management advisors. Through this, they deepen their understanding of health management and conduct activities to introduce our initiatives widely both within and outside the company.

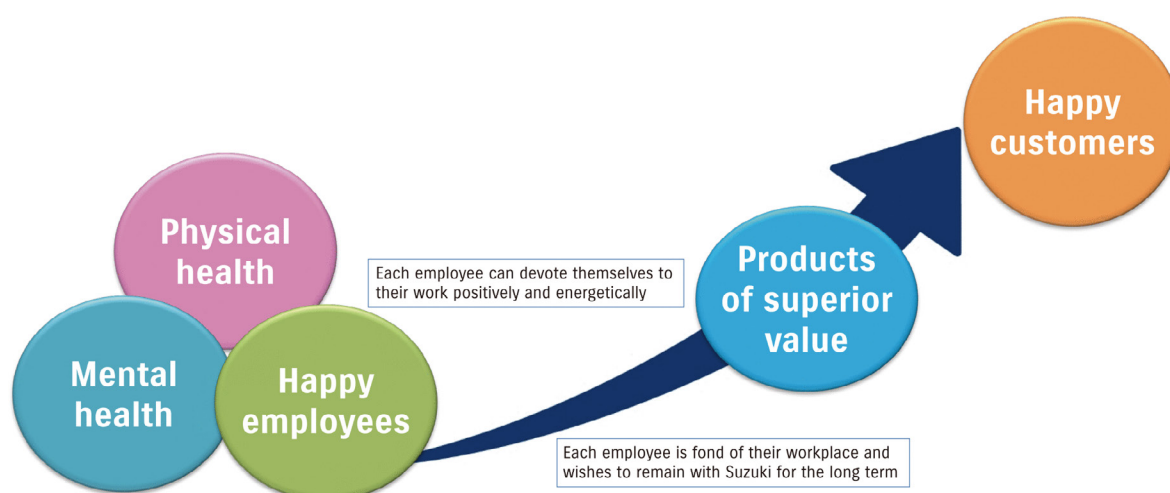
■ Promotion structure



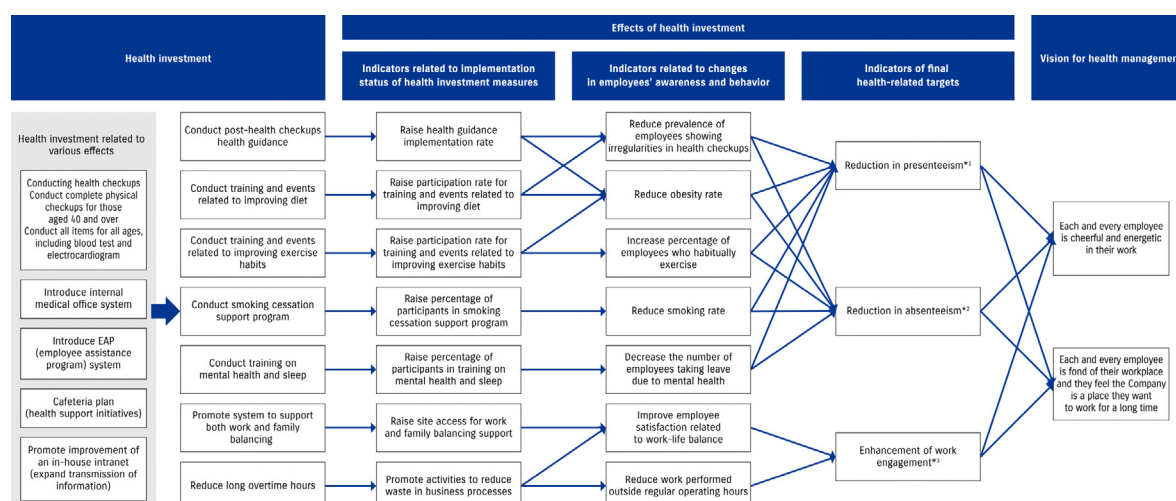
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Desired state we aim for through health management



Strategy Map



KGIs for promoting health management

Category	Measurement method	FY2022	FY2023	FY2024	FY2025	FY2025 Targets
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 → A smaller value indicates a better condition. Employees	0.8%	0.7%	0.6%	0.73%	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%	0.28%	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%	26.5%	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	47.3	50.0

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■ Health indicators (KPI)

Category	FY2021	FY2022	FY2023	FY2024	FY2025*2	FY2025 Targets
Percentage of employees who received regular health checkups	100.0%	100.0%	100.0%	100.0%	100.0%	Maintain 100.0%,
Percentage of employees who underwent a thorough examination after a regular health check*1	-	-	-	94.21%	94.78%	100.0%
Specific health check implementation rate	99.40%	99.50%	99.00%	97.70%	99.40%*2	100.0%
Specific health guidance implementation rate	53.10%	57.80%	60.50%	61.00%	60.30%*2	55% → 60% (Updated target because it was achieved in FY2022)
Stress check response rate	95.20%	93.00%	91.90%	93.10%	92.00%	95% or more.
Smoking rate	24.80%	26.20%	24.30%	23.80%	23.20%	15% or less
Exercises regularly*3 (Exercises for at least 30 minutes per session at least twice a week, for one year or more)	25.50%	20.60%	25.30%	26.10%	27.10%	30% or more.
Sufficiently rested through sleep*3	61.60%	62.50%	61.90%	61.50%	61.90%	65% or more.
Skips breakfast at least three times a week*3	17.40%	18.60%	18.80%	19.60%	19.90%	10% or less
Drinks alcoholic beverages regularly*3 (approximately 180 ml or more per day)	11.70%	10.70%	9.30%	9.80%	7.20%	10% or less
Obesity ratio	32.00%	30.70%	27.00%	35.50%	36.60%	25% or less
Prevalence of employees showing irregularities in glucometabolic items	14.70%	14.20%	16.80%	15.50%	15.60%	12% or less
Prevalence of employees showing irregularities in lipid items	29.30%	27.50%	25.50%	26.00%	25.70%	25% or less
Prevalence of employees showing irregularities in blood pressure	8.90%	11.80%	13.00%	13.00%	13.00%	8% or less

*1 From FY2024, the figures are compiled based on the re-examination attendance rate for the "needs further detailed examination" items for blood pressure, glucose metabolism, and cancer.

*2 Disclosed based on figures aggregated as of September 11, 2026.

*3 Calculated based on health-check questionnaire forms for regular health checkups.

Initiatives to Promote Internal Awareness

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) to 79% (September 2024) and then to 82% (September 2025).

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

Once a month, the health management promotion team publishes "Health Management News" to share information on health management initiatives with employees and to invite ideas and opinions about the activities.

In addition, the on-site medical office publishes a monthly newsletter, "Hanaemi." Under the concept "Even if you aren't interested right now, it may be useful when the time comes," it provides familiar and approachable health information.

Call for Mascot Name Suggestions

An event was jointly organized by labor and management in which employees designed a mascot to symbolize health management initiatives, and employees were invited to suggest names for it.



Health Management Mascot
Captain Kenta-kun



Medical Office Mascot
Hanaemi-chan

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Initiatives to Improve Health Literacy

Roundtable discussion between management and employees

We regularly hold roundtable discussions on health management between senior management, including the President, and employees. Videos of these discussions are shared internally to improve employees' health literacy.



Health checkups and Health Promotion

Employees under the age of 40 undergo regular health checkups at company facilities, while those aged 40 and above undergo comprehensive health checkups at external medical institutions to facilitate the early detection and treatment of cancer and other diseases.

In collaboration with the Suzuki Health Insurance Association, we also emphasize dental health and have established a system that enables employees to receive annual dental checkups. Health checkups are also available to employees' family members to help both employees and their families lead healthy and fulfilling lives.

Furthermore, to help employees improve their lifestyle habits, we make their vegetable intake visible and provide health guidance focused on everyday eating habits.

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

As part of our mental health initiatives, in addition to conducting various programs tailored to different hierarchical levels and providing training on self-care and line-care, we also implement site-specific self-care and line-care training at each business location.

Furthermore, to enable early detection of signs of mental health problems, we conduct mental-health-focused health questionnaires and consultations with occupational physicians. We strive to prevent health-related issues.

For consultation and support, we have in-house medical offices and a "Mind Consultation Room," where counseling is available free of charge from external psychiatrists and clinical psychologists. In addition, we have introduced an external EAP service so that employees can consult not only about stress related to work but also about concerns in their personal lives. We have established an environment in which not only employees but also their family members can use these services.

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).



habitual exercise Promotion Initiatives
at the Marine Technical Center

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.

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Health management initiatives for employees assigned overseas

For overseas assignees and their accompanying family members, we provide health checkups and preventive vaccinations both before and after assignment through our in-house program. In addition, we ask overseas assignees to check medical information from the Ministry of Foreign Affairs and the FORTH medical information service of the Ministry of Health, Labour and Welfare's quarantine office, and we encourage them to understand the symptoms, treatments, and prevention methods for diseases (including infections such as tuberculosis, malaria, and HIV) that are prevalent in the destination country or region. Depending on the destination country or region, we also recommend various vaccinations at the Company's expense. Even while overseas, we have set up a system that enables assignees to receive advice and guidance from our in-house occupational physicians, public health nurses, and nurses through online meeting platforms, among other means. We have also subscribed to a medical assistant service, which provides support such as hospital appointment booking, medical interpretation, and cashless services using overseas travel insurance when overseas assignees experience injuries or illnesses.

Initiatives to prevent exposure to secondhand smoking

We invite employees to take on the challenge of quitting smoking. The Health Insurance Association subsidizes half the cost of outpatient smoking cessation treatment, up to a maximum subsidy of ¥10,000 per employee. To prevent exposure to secondhand smoke and improve the workplace environment, we prohibit smoking indoors and restrict where and when smoking is permitted outdoors. We have also designated every Friday as a day when employees across the company are encouraged not to smoke. To make these efforts more effective, labor and management have jointly established a working group to carry out activities to prevent exposure to secondhand smoke.

Employee Benefits that Contribute to Health Management

Our cafeteria plan (a flexible benefits plan) is one of our employee benefits programs. It offers a wide range of options that support health and help employees balance work and family responsibilities,* providing financial assistance tailored to their needs.

* Examples include childcare and eldercare services and related supplies, health checkups for spouses, vaccinations, and the use of fitness and sports facilities.

Japan

Domestic sales distributors

Implementation of Health Management Training

Our sales distributors place importance on employee health management and promote initiatives to put health management into practice. They conduct health management training for employees as needed to raise health awareness among all employees and promote 27 health management throughout their organizations. Some distributors have also incorporated health management seminars into their meetings to encourage their business partners (sub-distributors) to adopt health management practices.



Suzuki Motor Sales Tokai Inc.
Health check to confirm back pain risk



Suzuki Motor Sales Tottori Inc.
Training on the Ai Support Movement



Suzuki Motor Sales Fukushima Inc.
Mental Health Seminar



Suzuki Motor Sales Aomori Inc.
"Health management seminar
(held at a meeting for sub-agency partners)"
(In cooperation with Tokio Marine &
Nichido Fire Insurance Co., Ltd.)

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Initiatives to Create Supportive Workplace Environments

Our sales distributors place importance on maintaining and improving employees' health and work to create supportive workplace environments. A total of 34 sales distributors have each been certified as a 2025 KENKO Investment for Health (KIH) Outstanding Organization (Large Enterprise Category) under the Certified KIH Outstanding Organizations Recognition Program,* jointly administered by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

* Certified KENKO Investment for Health (KIH) Outstanding Organizations Recognition Program: A program that recognizes large corporations, small and medium-sized enterprises, and other organizations demonstrating outstanding health management practices through initiatives that address local health challenges and health promotion efforts advanced by the Nippon Kenko Kaigi.

■ Suzuki sales distributors recognized as 2026 KIH Outstanding Organizations (Large Enterprise Category)

Suzuki Motor Sales Hokkaido Inc.	Suzuki Motor Sales Kanto Inc.	Suzuki Motor Sales Hokuriku Inc.	Suzuki Okayama Motor Sales Inc.
Suzuki Motor Sales Aomori Inc.	Suzuki Motor Sales Chiba Inc.	Suzuki Motor Sales Kyoto Inc.	Suzuki Motor Sales Fukuoka Inc.
Suzuki Motor Sales Yamagata Inc.	Suzuki Motor Sales Keiyo Inc.	Suzuki Motor Sales Kinki Inc.	Suzuki Motor Sales Saga Inc.
Suzuki Motor Sales Fukushima Inc.	Suzuki Motor Sales Tokyo Inc.	Suzuki Motor Sales Kansai Inc.	Suzuki Motor Sales Kumamoto Inc.
Suzuki Motor Sales Ibaraki Inc.	Suzuki Motor Sales Minami Tokyo Inc.	Suzuki Motor Sales Hyogo Inc.	Suzuki Motor Sales Oita Inc.
Suzuki Motor Sales Tochigi Inc.	Suzuki Motor Sales Syonan Inc.	Suzuki Motor Sales Nara Inc.	Suzuki Motor Sales Kagoshima Inc.
Suzuki Motor Sales Gunma Inc.	Suzuki Motor Sales Niigata Inc.	Suzuki Motor Sales Wakayama Inc.	Suzuki Motor Sales Okinawa Inc.
Suzuki Motor Sales Saitama Inc.	Suzuki Motor Sales Tokai Inc.	Suzuki Motor Sales Tottori Inc.	
Suzuki Motor Sales Nishisaitama Inc.	Suzuki Motor Sales Nagano Inc.	Suzuki Motor Sales Hiroshima Inc.	

Hungary Magyar Suzuki Corporation Ltd.

On June 25, 2025, Magyar Suzuki was again certified as a "Family-Friendly Workplace." The "Family-Friendly Workplace" is a certification program in Hungary for companies and organizations that have created an environment in which employees can more easily balance work and family life.

India Maruti Suzuki India Limited

- TB elimination: As part of the "TB Mukut Maruti Suzuki India Limited" initiative, we discussed cooperation with district TB control teams in line with the national TB elimination targets.
- HIV/AIDS awareness: As part of the onboarding training for new employees, we conduct awareness-raising education.
- Malaria prevention: We carry out regular insecticide spraying at all plants, increasing the frequency especially during the rainy season, and we also provided employees with long-sleeved shirts.

India TDS Lithium-Ion Battery Gujarat Private Limited

Infectious disease prevention education and countermeasures

We provide employees with medications for infection prevention, and we also conduct education on infection prevention. We are working on infection prevention and management plans.

Philippines Suzuki Philippines, Inc.

Health information activities related to Nipah virus

As part of our health management program, on February 2, 2026, we conducted health information activities related to the Nipah virus and provided employees with information on its symptoms, prevention methods, and what to do if they become affected. The purpose of this initiative is to raise health awareness in the workplace and strengthen preparedness for infectious diseases.

In addition, Suzuki Philippines, Inc. also operates a referral program for employees who have contracted tuberculosis, supporting them so that they can receive medications free of charge from a government-run health center during the treatment period. This reflects the company's ongoing efforts toward employees' health and welfare benefits.

Vietnam Vietnam Suzuki Corp.

Each month, we carry out insecticide spraying to eliminate mosquitoes and other pests, and we also set traps to control rats. This helps prevent malaria and dengue fever.

Colombia Suzuki Motor de Colombia S.A.

We conducted preventive and health-promotion campaigns. In addition, to support return to work, we provided medical follow-up for cases where infection was suspected and for cases where infection was confirmed.

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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.



Indonesia PT Suzuki Indomobil Motor

We held a dengue fever seminar for residents in the Cikarang area.

India Maruti Suzuki India Limited

Menstrual Hygiene Education Project

We conducted a menstrual hygiene awareness project for students of public schools in the state of Haryana. Through systematic awareness-raising activities, we aimed to improve knowledge, reduce prejudice, and promote safe menstrual hygiene practices.

Provision of local healthcare services

As part of its CSR initiatives, we provide high-quality medical services to local residents, including those in surrounding villages, through Zydus Sitapur Hospital in the Sitapur area of Gujarat.

Activities conducted by MHU

Using a Mobile Health Unit (MHU), we provided free medical consultations and healthcare consultation services to local residents in Gujarat.



Philippines Suzuki Philippines Inc.

Suzuki Blood Donation Program

On December 16, 2025, Suzuki Philippines, Inc. collaborated with the Philippines Blood Center, a government agency, to carry out its annual blood donation program. In this program, 47 employees participated in the blood donation. The initiative aims to support the maintenance of stable and sufficient blood supply, which is continuously needed in the country, while also encouraging employees to improve their health and participate in wellness activities.

The collected blood was provided to private and public blood service organizations, contributing to ensuring an important medical resource for patients who require blood transfusions. This initiative reflects Suzuki's continued commitment to contributions to public health, fulfillment of social responsibility, and support for local communities—achieved through a meaningful and highly effective program.

Pakistan Pak Suzuki Motor Co., Ltd

Blood Donation Campaign

In November 2025, we conducted a blood donation campaign. This initiative involved participation from the plant and regional offices.

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Employee Benefits

Dormitories for single employees and Company housing

Suzuki provides dormitories for single employees who join the Company from distant locations. Company housing is also available in some regions for employees working at Suzuki's domestic business sites, including those on secondment.

Company-leased housing

For employees working at domestic business sites or sales distributors in regions where no dormitories or company housing are available, including those on secondment, Suzuki leases residential properties that they can occupy under arrangements similar to those for company housing and dormitories.

Sports facilities

Suzuki provides sports facilities to help employees improve their health and physical fitness and make good use of their leisure time.

Employee cafeterias and food trucks

In addition to the employee cafeteria, food trucks operate on the head office premises at lunchtime on certain days of the week. They offer not only café-style options, including sweets such as crepes and shaved ice, as well as drinks, but also lunch items such as hamburgers, lunch plates, and soups. On sunny days, employees can enjoy their meals on benches in the lawn area. On January 15, 2024, we began offering new Indian vegetarian dishes at the head office employee cafeteria. These dishes were developed with the cooperation of a company that operates restaurants and other businesses in Hamamatsu City. Suzuki employees from India also helped develop the flavors to recreate authentic Indian flavors. The dishes are also available by advance reservation at sites other than the head office. In response to strong demand for food trucks at locations other than the head office, we are expanding food truck operations to other sites, including our plants.



Ingredient labels displayed with consideration for foreign nationals and employees with religious dietary restrictions.

Asset accumulation savings program

Suzuki offers an asset accumulation savings program to encourage employees to save. Employees under the age of 55 are eligible to participate. The program offers three types of savings plans: general savings, pension savings, and housing savings.

Employee vehicle or family vehicle purchase program

This program allows employees and their families up to the first degree (employees' spouses or children) to receive a certain discount on the vehicle price when purchasing vehicles (new Suzuki products). (Some models are excluded.) In addition, when financing is needed for the purchase, they can apply for a loan to cover the required funds.

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Employee stock purchase plan

The employee stock purchase plan allows employees to purchase Company shares regularly through fixed deductions from their monthly salaries. Employees can purchase shares at a manageable level through their monthly contributions, and the Company provides additional incentive payments to support their asset building. Beyond providing an employee benefit, the plan is expected to enhance motivation by enabling employees to share in the Company's success: improved business performance can lead to a higher share price and, in turn, an increase in the value of their holdings. It also helps foster a sense of participation in the Company's management. In April 2023, as part of its human capital investment initiatives, Suzuki increased the company matching contribution rate for its employee stock ownership association from 5.6% to 100%, with a maximum incentive payment of ¥10,000. By making the plan attractive and easy to join, we aim to encourage more employees to join the association, support their asset building, and strengthen their sense of participation in the Company's 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

Flexible Benefits Plan (Cafeteria plan)

This plan is designed to ensure that employees have equitable access to employee benefits regardless of their work location or environment, and to accommodate the diverse preferences of individual employees. Employees can freely choose from a benefits menu established by the Company, including support for work-life balance, health, skills development, leisure, and daily living. They can receive financial assistance up to the value of their allocated points (cafeteria points).

Menu items that can be subsidized with cafeteria points (examples)		
Work-life balance support Expenses for childcare facilities, childcare fees, childcare supplies, nursing facilities, nursing supplies, etc.	Health support Fitness club usage fees, golf green fees, complete medical checkup usage assistance, etc.	Suzuki Group System Purchasing products at the group, subsidy for Suzuki business-related expenses, California usage assistance, etc.
Capacity support Purchase of self-development books/language learning books, language school tuition fees, etc.	Leisure support Movies, concerts, watching sports, amusement parks, domestic and international travel expenses, etc.	Livelihood support Rent for a rented house, mortgage costs, support for the purchase of business clothing (suits, etc.)

Benefit station

This service allows employees to use a menu of options established by the Company—including travel, leisure, dining, sports, shopping, and learning—at discounted member rates, with no limit on usage. For options eligible under the cafeteria plan, employees can also use their cafeteria points in conjunction with these member discounts.



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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 coexistence and mutual prosperity with suppliers.

Based on Suzuki Supplier Sustainability Guidelines 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, to contribute to the realization of a sustainable society.

Suzuki Supplier Sustainability Guidelines

Since 2016, when Suzuki published the first edition of the Guidelines, “Suzuki CSR Guidelines for Suppliers,” people’s awareness of human rights and environmental issues has been growing. As a result, companies have become required to realize sustainable management that balances the resolution of social issues through business activities with corporate growth from a long-term perspective.

Considering these changes, Suzuki has compiled a new “Suzuki Supplier Sustainability Guidelines” in November 2025 as a tool for sharing sustainability-related expectations and standards with our suppliers and forming a common understanding to strengthen sustainability initiatives and promote “responsible sourcing” in the supply chain.

These guidelines set forth the following six categories of requirements that we expect our suppliers to comply with, and we hope that these will spread throughout the supply chain.

- (i) Safety and Quality
- (ii) Human Rights and Labor
- (iii) Environment
- (iv) Responsible Sourcing of Raw Materials and Minerals
- (v) Compliance
- (vi) Establishment of Governance Structure

Suzuki will promote the implementation of these guidelines in cooperation and collaboration with suppliers to enhance corporate value and achieve sustainable mutual development.

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

Efforts to Maintain the Effectiveness of the Guidelines

- (1) In the basic principles of our purchase agreement that we conclude with our suppliers, 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. Regarding 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 suppliers 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 using 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 Guidelines

Please refer to “Conservation of biodiversity” for our initiatives for promotion of green procurement.

Note: Suzuki Green Procurement Guidelines

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

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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 Promotion of Entrusted Small and Medium-sized Enterprises) that are preferable with Small and Medium-sized suppliers and will work to cooperate with supply chain suppliers and business operators working to create value while promoting co-existence and mutual prosperity.

This Declaration of Partnership Building is posted on the Partnership Building Declaration Portal.

Based on this Declaration of Partnership Building, Suzuki is:

- Strengthening cooperative relationships with our suppliers, whom we regard as important counterparts, to create new value in diverse areas such as development, manufacturing, quality, and strengthening price competitiveness.
- Working to improve our transaction practices in compliance with the SME Transactions Act and the Promotion Standards of the Act on Promotion of Entrusted Small and Medium-sized Enterprises.
- Working to increase opportunities for information exchange with our suppliers 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.

Suzuki's Declaration of Partnership Building

<https://www.biz-partnership.jp/declaration/124243-05-23-shizuoka.pdf>

* The linked page is available in Japanese only.

Partnership Building Declaration Portal Site

<https://www.biz-partnership.jp/>

* The linked page is available in Japanese only.



Promotion Structure

Building stronger partnerships of reliability with suppliers advances stable and sustainable procurement, and for that reason, Procurement Strategy chooses suppliers and engages in procurement activities based on rules and procurement policies. Corporate Planning, Legal Certification, and Procurement Among these, for issues such as respect for human rights in the supply chain and preventing environmental destruction, associated divisions such as Corporate Planning, Regulations and Certification, and Procurement divisions 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 suppliers who can stably receive orders and accumulate various technologies. By sharing those merits, we can build relationships with even greater trust.

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Business continuity plan efforts

Suzuki has formulated a business continuity plan (BCP) to ensure business continuity and prompt recovery.

We regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to the local community, suppliers, and customers. We recommend disaster measures such as seismic reinforcement to our suppliers located in areas that are likely to experience heavy damage. We are tackling such initiatives together with our suppliers 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 human rights violations such as child labor and forced labor, as well as environmental destruction, 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 progressively, and if the Suzuki Group finds a problem, it will take the necessary steps to improve it.

In the activities above, the Suzuki Group will cooperate with its customers, suppliers, industrial associations, and other stakeholders, and strive to disclose information.

To achieve sustainable procurement, Suzuki will give the utmost consideration to any adverse impacts on human rights and the environment related to business activities and will strive to conduct due diligence activities such as identifying, preventing, and reducing risks.

Specifically, we analyze the risks associated with raw materials used in our products by investigating practices at suppliers, monitoring regulatory trends, and collaborating with external stakeholders. Based on the results, we work to reduce and improve risks through dialogue with suppliers.

■ Main target risks for minerals and raw materials

- Child labor
- Forced labor
- Impact on indigenous peoples and local communities
- Environmental impact (GHG emissions, pollution, etc.)

■ Measures

- Conduct due diligence on battery materials (cobalt, lithium, nickel, and natural graphite) in compliance with the EU Battery Regulation (EUBR)
- Conduct due diligence in accordance with the Corporate Sustainability Due Diligence Directive (CSDDD)
- Conduct an annual survey regarding conflict minerals (such as tin, tantalum, tungsten, and gold) using questionnaires provided by the Responsible Mineral Initiative (RMI), such as the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT).

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 Automotive 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 our new and existing suppliers to submit the Self-Assessment Sheet jointly developed by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association. This is a standard tool for understanding the status of managing substances of concern to our suppliers.

We also ask new suppliers to make improvements if we find any issues based on their responses to the Self-Assessment Sheet for selecting suppliers. We ask existing suppliers to implement a yearly self-check and submit the results when requested by Suzuki.

If we deem them to be not meeting the standards based on their responses, or for suppliers who could be in violation of the Suzuki Green Procurement Guidelines, 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.

Measures against violation of laws and regulations

If a violation of laws and regulations that is expected to affect Suzuki or society occurs in the business activities of our suppliers, 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.

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Communication with Suppliers

Communication and briefing sessions with suppliers

Automotive parts are composed of many components, and in order to identify the substances of concern contained in them, it is essential to have a system in place to communicate such information throughout the supply chain.

Suzuki manages the substances of concern using the "IMDS," which is a system for communicating information. However, since our suppliers are required to enter accurate data, we regularly hold online briefings to explain how to enter data and share information on trends for regulated substances.

For example, when flame retardants and plasticizers contained in parts are regulated, the process of substituting them with alternative substances is expected to impact development schedules. Therefore, it is increasingly important to communicate with our suppliers before the regulations take effect.

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 "Suzuki Supplier Sustainability Guidelines," 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 SME Transactions Act and the Antimonopoly Act and to promote fair transactions with our suppliers, we launched e-learning programs in FY2023 not only for the procurement employees but also for all ones involved in payments. Furthermore, in conjunction with the January 2026 amendment to the Subcontract Act, we conducted e-learning for all employees in the indirect departments to ensure full compliance with the SME Transactions Act. The participation rate reached 100 percent.

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 Labor 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, each Group company will complete the conclusion of these memoranda, primarily through its procurement division, 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.

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 Suzuki Supplier Sustainability Guidelines on the information sharing system joining suppliers and they are easily accessible to our system.

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 appropriate transactions, 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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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

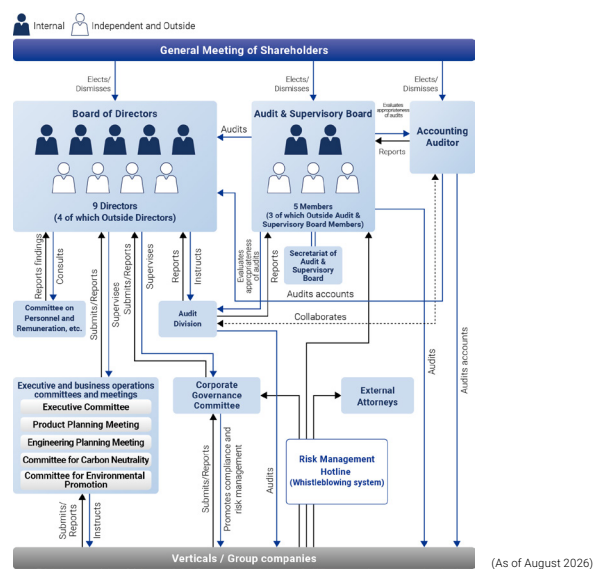
<https://www.globalsuzuki.com/ir/library/governance/pdf/report.pdf>

Outline of the Corporate Governance System

Suzuki is a company with an Audit & Supervisory Board. The Audit & Supervisory Board consists of two full-time Audit & Supervisory Board Members who are familiar with internal circumstances and have advanced information gathering capabilities, alongside three Outside Audit & Supervisory Board Members with a strong degree of independence and a high level of expertise and knowledge. Every Audit & Supervisory Board Member—who can each exercise auditing authority through the Audit & Supervisory Board and independently under the single auditor system—plays a part in corporate governance.

In addition, we have established a committee to deliberate on the appropriateness of the nomination of and remuneration for Directors, alongside efforts to strengthen the corporate governance system through other initiatives.

Corporate Governance Framework



Board of Directors

The Company adopted a managing officer system in 2006 with the aim of speeding up decision-making at the Board of Directors, executing business flexibly and clarifying accountability, and has made progress in slimming the composition of the Board of Directors. There are currently nine Directors, of which four are Outside Directors who are elected to strengthen the Board's function of supervising business management, as well as provide useful advice, suggestions, etc. on the Company's business management, based on their respective experience, knowledge, and diverse perspectives.

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

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

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

Management Strategies, Policies and Targets, and Management Issues	<ul style="list-style-type: none"> Strategies for the Automobile, Motorcycle, and Marine Businesses in Key Markets Progress on Electrification, Next-Generation Batteries, and Technology Strategy Initiatives toward achieving revenue Targets based on the Mid-Term Management Plan
Governance, internal control	<ul style="list-style-type: none"> Corporate Governance Structure and Committee Operations Human Rights Policy, Information Security, and Intellectual Property Governance

Evaluation of the effectiveness of the Board of Directors

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

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

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

(i) Interviews with all Directors and Audit & Supervisory Board Members conducted by the secretariat of the Board of Directors, focusing on the following items.

Progress in addressing issues identified in the previous effectiveness analysis and evaluation

Agenda setting, materials and explanations, follow-up on matters raised, and coordination with other meeting bodies such as the Executive Committee

Themes to be discussed by the Board of Directors in FY2026

Information sharing with Outside Directors and Outside Audit & Supervisory Board Members through opportunities other than Board of Directors

Requests and suggestions for the secretariat of the Board of Directors

(ii) Analysis of the interview results

(2) Results of the analysis and evaluation of the effectiveness of the Board of Directors

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

The key opinions and observations were as follows.

The Company has clearly identified the enhancement of corporate governance as a priority and has continuously worked on related initiatives.

Information on various internal meetings is openly shared with Outside Directors and Outside Audit & Supervisory Board Members. The Board of Directors provides an environment in which members can speak freely, and responses to questions are provided carefully and thoroughly.

The selection of agenda themes is appropriate and should be continued. At the same time, the Company identified issues requiring continued attention as well as newly recognized challenges. The key opinions were as follows.

While the themes selected for discussion of management strategies by the Board of Directors are appropriate, some agenda items were overly detailed.

For certain agenda items, the background leading up to Board deliberation and the key discussion points at the Executive Committee and other meetings were not sufficiently clear in the materials or explanations provided.

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

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

[Examples of agenda items]

Regional business strategies, product strategies, supply chain strategies and technology strategies

Further promotion of diversity

Progress of the Mid-Term Management Plan (including capital allocation)

(ii) For agenda items to be submitted to the Board of Directors, the Company also confirms during deliberations at the Executive Committee and other meetings whether the matters are suitable for active discussion at the Board of Directors.

(iii) Strengthen follow-up after matters have been deliberated by the Board of Directors.

(iv) Enhance the information provided to Outside Directors and Outside Audit & Supervisory Board Members. The Company will continue to improve the effectiveness of the Board of Directors through the PDCA cycle.

The PDCA cycle for evaluating the effectiveness of the Board of Directors and future initiatives

	Identify Issues	Consider of Response Measures	Implement	Review	Improve
	FY2024 Evaluation & Issues	FY2025 Initiatives	FY2025 Evaluation & Issues	FY2026 Initiatives	
Agenda Setting Focused on Growth	<ul style="list-style-type: none"> Request to share underlying individual strategies for the Mid-Term Management Plan Request to discuss the direction of strategy revisions rather than just receiving post-Board deliberation updates 	<ul style="list-style-type: none"> To discuss management issues, agenda items were selected based on requests from Directors and Audit & Supervisory Board Members Collaborated with other meeting bodies, to determine Board agenda items during preliminary meetings. 	<ul style="list-style-type: none"> The selection of agenda items were appropriate Some agenda items were overly detailed for discussion on management strategies 	<ul style="list-style-type: none"> Discuss strategic agenda and its direction with management, other relevant officers and the Secretariat Implement stricter reviews of Board agendas starting from the internal deliberation stage 	
Active Board Deliberations	<ul style="list-style-type: none"> Request to explain not only Suzuki's KPIs but also include comparisons with competitors and its position within the industry 	<ul style="list-style-type: none"> Included background information, market trends and analysis, results in Board materials Ensured timely distribution of Board materials in advance Shared materials and minutes from non-Board meetings 	<ul style="list-style-type: none"> Explanations and materials have been improved due to initiatives taken to date For certain agenda items, background and supporting analysis were not clearly presented 	<ul style="list-style-type: none"> Ensure the inclusion of background information in Board materials Expand initiatives to deepen Outside officers' understanding of the Company Enhance training programs for Outside officers 	
Follow-up after Board Deliberations	<ul style="list-style-type: none"> Concern regarding the lack of clarity on how Board proposals and comments are reflected in the execution phase 	<ul style="list-style-type: none"> The Secretariat followed up with relevant officers until actions were completed Hold semiannual follow up check meetings with outside officers 	<ul style="list-style-type: none"> Feedback and progress of follow ups were thorough and clear Request to include updates on on-track projects, not only ongoing activities 	<ul style="list-style-type: none"> Monitor on-track projects alongside ongoing activities 	

Audit & Supervisory Board

The Audit & Supervisory Board determines the audit policies and plans of the Audit & Supervisory Board, as well as the auditing standards. These actions are taken with the aim of realizing the sound and sustainable growth of the Company and the Suzuki group, creating mid- to long-term corporate value, and establishing a high-quality corporate governance system that responds to social trust. As a stand-alone body, Audit & Supervisory Board Members conduct audits to ensure proper management conforming to the standards for Audit & Supervisory Board Members' audit established by the Audit & Supervisory Board and offer appropriate opinions to the management team.

Structure and procedures of the Audit & Supervisory Board

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

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

Activities of the Audit & Supervisory Board

In principle, the Company holds meetings of its Audit & Supervisory Board once a month, and otherwise as needed.

Main resolution matters, deliberation matters and reporting matters at the Audit & Supervisory Board meetings are as follows. In order to verify the establishment and operation of an internal control system as our priority audit items for the current fiscal year, we audited the operation of the Corporate Governance Committee, the group governance system related to domestic automobile dealers, and the management conscious of the cost of capital. In addition, a meeting to exchange opinions was held with the Representative Directors, Outside Directors, Managing Officers and Executive General Managers to discuss a wide range of topics, including management challenges and risk awareness. At the same time, exchanges of opinions with the management of subsidiaries were conducted to confirm the operational status of Group governance systems.

Further, Audit & Supervisory Board Members exchange opinions among themselves in advance regarding agenda items before meetings of the Board of Directors so that they can offer meaningful opinions as Audit & Supervisory Board Members.

■ Examples of Audit & Supervisory Board Agenda Items

	The Number of Items	Main Agenda
Resolutions	12	<ul style="list-style-type: none"> • Audit policies, audit plans, and division of duties • Evaluation and appointment/dismissal of accounting auditors • Consent to audit remuneration of accounting auditors • Approval of Non-audit Services Provided by the Accounting Auditor • Preparation of audit report
Matters discussed	34	<ul style="list-style-type: none"> • Audit policy and audit plans • Status of establishment and operation of an internal control system • Selection of Key Audit Matters (KAMs) with accounting auditors • Appropriateness of audit methods and results of auditing by accounting auditors • Evaluation of the effectiveness of the Audit & Supervisory Board
Matters reported	54	<ul style="list-style-type: none"> • Audit plans from the accounting auditors, reporting of interim review results, status of implementation of annual audit, and efforts regarding audit quality management • 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 • (Audits conducted: Head office: 6; Domestic subsidiaries: 11; Overseas subsidiaries: 12) • Status of financial reporting from the Finance Division • Audit status and observations from each Audit & Supervisory Board Member

Status of Coordination with the Internal Audit Department and the Accounting Auditor

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

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

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.

Activities of Audit & Supervisory Board Members

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

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

Details of activities	Full-time Audit & Supervisory Board Members	Outside Audit & Supervisory Board Members
<ul style="list-style-type: none"> Communication with Directors, internal audit departments, other employees, etc. 	○	○
<ul style="list-style-type: none"> Attendance at Board of Directors meetings and other important meetings <ul style="list-style-type: none"> Board of Directors Committee on Personnel and Remuneration, etc. Corporate Governance Committee Executive and business operations committees and meetings 	○ ○ ○	○ ○ ○(Note) ○(Note)
<ul style="list-style-type: none"> Inspection of important approval documents <ul style="list-style-type: none"> Approval documents such as circular resolutions Meeting materials and minutes 	○ ○	○
<ul style="list-style-type: none"> Investigation of the status of operations and assets at the head office and major business sites 	○	○
<ul style="list-style-type: none"> Investigation of the status of operations and assets at subsidiaries <ul style="list-style-type: none"> Communication and information exchange with CEOs of subsidiaries Confirmation of business reports, etc. from subsidiaries 	○ ○	○

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

Auditing Firm Selection Policy and Reason for Selection

The Audit & Supervisory Board, based on its Policy for the Dismissal or Non-Reappointment of the Accounting Auditor and in accordance with the evaluation criteria established by the Board, evaluated PwC Japan LLC with respect to its quality control, the independence and expertise of the audit team, the level and appropriateness of audit fees, communication with Audit & Supervisory Board Members and management, the group audit framework, and responses to fraud risks. As a result of this evaluation, the Board concluded that the firm is capable of conducting audits appropriately.

Policy for the Dismissal or Non-Reappointment of the Accounting Auditor

If the Accounting Auditor is deemed to fall under any of the items set forth in Article 340, Paragraph 1 of the Companies Act, the Audit & Supervisory Board may dismiss the Accounting Auditor with the unanimous consent of all Audit & Supervisory Board Members.

In addition, if the Audit & Supervisory Board determines that it is necessary to dismiss or not reappoint the Accounting Auditor, such as when the Accounting Auditor is considered unable to perform its duties appropriately, the Audit & Supervisory Board shall determine the content of the proposal regarding the dismissal or non-reappointment of the Accounting Auditor to be submitted to the General Meeting of Shareholders.

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.

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.

Policy on determination of audit remuneration

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

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

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

Training of Directors and Audit & Supervisory Board Members

The Company provides training sessions to help Directors and Audit & Supervisory Board Members deepen their understanding of their roles and responsibilities. In principle, the training is intended to be taken together by Directors and Audit & Supervisory Board Members as an opportunity to share information on their respective roles, responsibilities, etc.

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

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

Committee on Personnel and Remuneration, etc.

To enhance transparency and objectivity in electing candidates for Directors and Audit & Supervisory Board Members, as well as deciding remuneration of Directors, the Company has voluntarily established the Committee on Personnel and Remuneration, etc. A majority of its members are Outside Directors.

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

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

The main issues reviewed were as follows:

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

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

(as of June 25, 2026)

Human capital development	Skills that an executive director should possess										○		○
Environment/Social											○		○
Governance/Internal Control											○		○
IT/DX												○	○
Global insights (◎ India or Emerging countries)	○	◎	○			◎	◎	○					
Financial strategy Accounting	○	○								○			
Promoting new business/Collaboration with startups and local Communities		○				○		○					
Sales/Marketing	○	○	○	○									
"Monozukuri" (Better Product Development) *	○		○		○			○					
Corporate management (◎ Representative Director)	◎	◎	○	○		○		○		○			
Committee on Personnel and Remuneration, etc.	○	○				○	6/6 times	○	6/6 times"	○			
Audit & Supervisory Board													
Board of Directors	(Number of meetings attended / Number of meetings held in FY2025)					○	13/14 times	○	14/14 times	○			
	Toshihiro Suzuki	Naomi Ishii	Katsuhiko Kato	Eiichi Muramatsu ^{*1}	Kazuo Ichino ^{*2}	Hideaki Domichi [Independent Director]	Shun Egusa [Independent Director]	Naoko Takahashi [Independent Director]	Asako Aoyama ^{*3} [Independent Director]				
Representative Director and President	Representative Director and Executive Vice President	Director and Executive Vice President	Director and Senior Managing Officer	Director and Senior Managing Officer	Outside Director	Outside Director	Outside Director	Outside Director					

(as of June 25, 2026)

Human capital development					
Environment/Social	○				○
Governance/Internal Control	○	○	○	○	○
IT/DX	○	○			
Global Insights (◎ India or Emerging countries)	○				
Financial strategy Accounting		○		○	
Promoting new business/Collaboration with startups and local Communities			○		
Sales/Marketing					
"Monozukuri" (Better Product Development) *	○		○		
Corporate management (◎ Representative Director)					
Committee on Personnel and Remuneration, etc.			△ 6/6 times	△ 6/6 times	△
Audit & Supervisory Board	○ 13/13 times	○	○ 12/13 times	○ 13/13 times	○
Board of Directors	○ 14/14 times	○	○ 13/14 times	○ 14/14 times	○
	(Number of meetings attended / Number of meetings held in FY2025)				
	Shigeo Yamagishi	Ryo Kawamura ⁴	Mitsuhiko Fukuta [Independent Director]	Junko Kito [Independent Director]	Naomi Muramatsu ⁴ [Independent Director]
	Full-time Audit & Supervisory Board Member	Full-time Audit & Supervisory Board Member	Outside Audit & Supervisory Board Member Independent Director	Outside Audit & Supervisory Board Member Independent Director	Outside Audit & Supervisory Board Member Independent Director

●: Committee member ▲: Observer
(Notes)

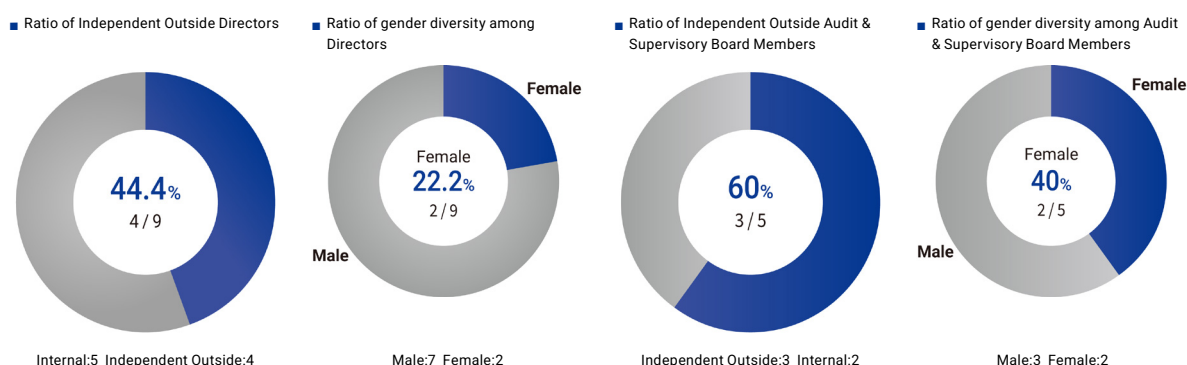
1. Eiichi Muramatsu was appointed as a Director on June 27, 2025. Attendance records cover the Board of Directors meetings held after assuming his post as a Director.

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

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

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

Outside Officers and Female Officers



Executive Committee and Other Meetings Relating to Business Operation and Management

In order to speedily deliberate and decide on important management issues and measures, the Company holds Executive Committee meetings, attended by Executive Directors, Managing Officers, Executive General Managers, and Audit & Supervisory Board Members, as well as meetings to report and share information on management and business execution on a regular and as-needed basis.

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

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

Corporate Governance Committee

The Corporate Governance Committee, the meetings of which are attended by Executive Directors, Managing Officers, Executive General Managers, and Audit & Supervisory Board Members, was established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

Internal Auditing

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

Operational audits include onsite, remote, and documentary audits to confirm the appropriateness and efficiency of overall operations, compliance with laws and regulations and internal rules, and the development and operation of internal controls, such as the management and safeguarding of assets.

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

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

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

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

Remuneration of Directors

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

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

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

Method for Determining Amount of Basic Remuneration Paid, etc.

Basic remuneration of Directors is fixed monthly remuneration, which is determined and paid in consideration of duties and responsibilities, remuneration levels at other companies, and employee salary levels. Determination of the specific details of basic remuneration for individuals is delegated to the Committee on Personnel and Remuneration, etc. based on resolutions of the Board of Directors.

Method for Determining Bonuses, etc.

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

Method for Determining Performance-linked, Restricted Stock Remuneration

Restricted stock is delivered to Directors (excluding Outside Directors) to serve as an incentive toward achieving the management goals set in the Mid-Term Management Plan "By Your Side" and enhancing the Company's medium- to long-term corporate value, in addition to promoting greater sharing of value with shareholders. The specific number of shares granted to each individual shall be calculated by linking the achievement level of financial and non-financial performance evaluation indicators for the performance evaluation period (each fiscal year), which are established annually for each fiscal year based on medium- to long-term management plans and issues to be resolved, to the standard number of shares to be issued as determined in advance by the Board of Directors according to position, responsibilities, and other factors, following consultation with the Committee on Personnel and Remuneration, etc. Each year, at a fixed time following the conclusion of the performance evaluation period, monetary compensation claims are issued for the purpose of granting shares. Each eligible Director receives delivery of the Company's common stock by paying such monetary compensation claims in full as in-kind contributed property. The transfer restriction period is until the date of retirement from the position of Director at the Company. If a Director falls under certain grounds, such as the Director retiring for any reason other than that deemed reasonable by the Board of Directors, the Company shall acquire the shares allotted for no fee.

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

Remuneration for Directors Excluding Outside Directors in FY2025

	Approximate percentage	Evaluation indicator	Resolution at the General Meeting of Shareholders
Basic remuneration	30%		Annual amount up to 1,050 million yen (of which, up to 150 million yen per year for Outside Directors)
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) 	<ul style="list-style-type: none"> Up to 500 million yen per year Up to 400,000 shares per year

Remuneration of Audit & Supervisory Board Members

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

Remuneration in FY2025 (actual)

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

Notes:

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

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

Dialogue with Shareholders

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

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

[Main Themes Discussed in Meetings Held During FY2025]

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

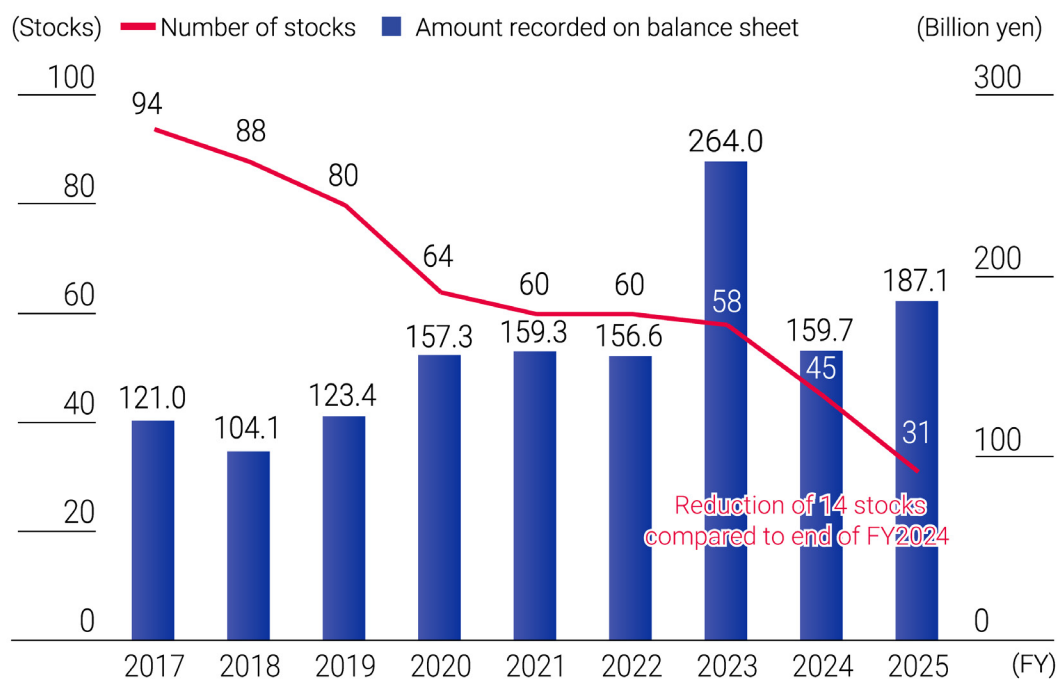
Themes of regular meetings	Themes of ESG meetings
<ul style="list-style-type: none"> • The situations in the India automobile market and the Japan automobile market, the main focus markets of the Company • The Mid-Term Management Plan "By Your Side", announced in February 2025 • Discussions that contribute 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 cross-shareholdings in the stocks it has decided to sell.

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



Intellectual Property Promotion Structure

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. In these efforts, our basic approach is to maximize our contribution to society while minimizing intellectual property risks. As our business expands and our global operations develop, we appropriately address growing intellectual property risks, such as litigation and injunctions, while seeking to balance the sustainable enhancement of business value with ensuring reliability.

The core of these intellectual property strategies lies in the Philosophy of Conduct "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 this Philosophy of Conduct, 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, just right, inspiring amazement, and will continue to create intellectual property that contributes to solving social issues.

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 32 times between March 2022 and July 2026).

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 the Executive 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 12 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 production engineering 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 2026 was attended by 18 inventors and 22 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

Automotive displays

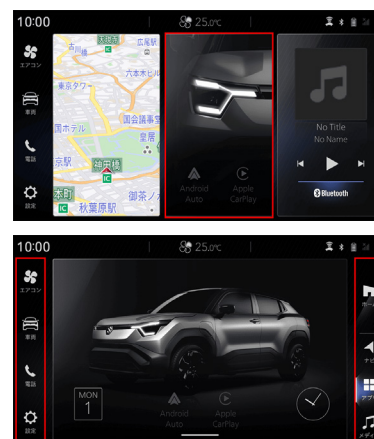
<Patent key point>

By placing the function buttons from the home screen on destination screens as well, improved graphical aesthetics and intuitive screen transitions are achieved.

<Unique to Suzuki>

Shorter (Tan): Reduced operation time

Beauty (Bi): Improved graphical aesthetics



Display control device, control method and program for display control device

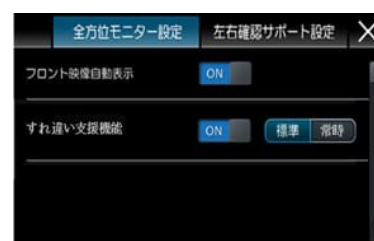
<Patent key point>

The function that assists two vehicles in passing each other offers two selectable modes, allowing users to switch between them according to their preferences and the situation.

<Unique to Suzuki>

Shorter (Tan): Reduced time for vehicles to pass each other

Beauty (Bi): Optimized path for vehicles to pass each other



Vehicle

<Patent key point>

A structure in which the front end of the front side member is connected to the upper member and its rear end is connected to the inside of the torque box improves collision safety in the front section of a BEV.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components

Lighter (Kei): Avoids an increase in weight

Lower structure of vehicle body

<Patent key point>

Connecting the trailing arm mounting bracket and the battery pack with a reinforcing brace increases both vehicle body rigidity and trailing arm mounting strength.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components

Lighter (Kei): Avoids an increase in weight

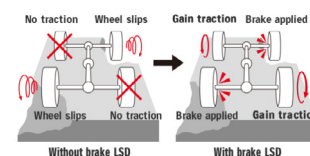
Vehicle traction control device

<Patent key point>

When the vehicle becomes stuck on rough terrain, the device automatically switches to control suitable for escaping from the stuck condition, eliminating the need for user operation.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components and requires fewer operating steps



Shift device

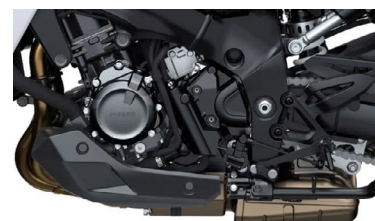
<Patent key point>

In a shift sensor for a motorcycle quick shift system, a protective section formed above or below the sensor body reliably protects it from the rider's foot and flying objects.

<Unique to Suzuki>

Smaller (Sho): Space-saving

Fewer (Sho): Limits the increase in the number of components



Vehicle motion control device for a saddle-type vehicle

<Patent key point>

In saddle-type vehicles such as motorcycles, weave and wobble vibrations that occur during straight-line travel at medium to high speeds are effectively suppressed without adding any new mechanisms.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components

Lighter (Kei): Avoids an increase in weight



Power unit support device

<Patent key point>

In a configuration where a scooter's unit swing-type power unit is supported by the vehicle body frame via a link mechanism, optimizing the position of the link mechanism's swing stopper allows flexibility in the design of the vehicle body frame.

<Unique to Suzuki>

Lighter (Kei): Reduces weight through integral molding

Smaller (Sho): Smaller components



Battery

<Patent key point>

Positioning the battery circuit component (fuse) of an electric scooter where it does not interfere with the vehicle body frame improves maintainability.

<Unique to Suzuki>

Shorter (Tan): Improves work efficiency

Fewer (Sho): Efficient protective structure

Painting robot operation program generation system, operation program generation method, and teaching point generation device

<Patent key point>

Generating painting robot operation programs based on pseudo painting operations performed by skilled workers in a virtual space shortens program creation time while also improving painting quality.

<Unique to Suzuki>

Shorter (Tan): Shortens painting robot program creation time

Beauty (Bi): Improves painting quality

Cooling device for a marine propulsion unit

<Patent key point>

Making the collector's downstream connecting pipe longer than its upstream connecting pipe and providing the downstream pipe with a bent section makes the collector easier to remove.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components

Lighter (Kei): Avoids an increase in weight

Cooling device for a marine propulsion unit

<Patent key point>

Optimizing the flow passage configuration prioritizes flow into the collection passage, while suppressing unnecessary inflow into the bypass passage and preventing fine objects from being lifted up by backflow, thereby ensuring sufficient microplastic collection capability.

<Unique to Suzuki>

Fewer (Sho): Limits the increase in the number of components

Lighter (Kei): Avoids an increase in weight

Various Initiatives Concerning Intellectual Property

Suzuki offers royalty-free patent licenses on its outboard motor microplastic collection device

In March 2026, as part of its commitment to promoting marine environmental conservation and contributing to the realization of a sustainable society, Suzuki offered royalty-free use of 34 patents related to its outboard motor microplastic collecting device. By making these patents available, we aim to further accelerate efforts to improve the marine environment in collaboration with companies and organizations in Japan and overseas that share the same commitment.

Plastic waste flowing into the ocean has become a significant environmental issue worldwide. It breaks down into fine microplastics in the natural environment, causing serious impacts on ecosystems. To address this issue, Suzuki developed the world's first microplastic collecting device that can be installed on outboard motors and began equipping select models with this device as standard equipment in July 2022. This innovative system enables microplastics near the water surface to be collected simply by running a boat, without affecting engine performance.

Suzuki will continue its environmental conservation activities, including the "SUZUKI CLEAN OCEAN PROJECT," and work together with partners around the world to contribute to the creation of a more beautiful and sustainable future for the oceans.



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 1,700 patents, second only to Japan, where we have acquired the most patents (approximately 4,500).

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 4,200 people by FY2025, primarily junior engineers in their second to third year with the Company. The program is ongoing.

*2 E-learning was provided to a total of approximately 15,800 employees (by FY2025).

Conducted group training for new employees beginning in 2019 (more than 3,400 by FY2025).

Conducted on-demand training for newly appointed managers beginning in 2020 (approximately 1,700 by FY2025).

**Signed a licensing agreement with Kusano Co., Ltd.
for robotic slag-scraping technology for cast-iron melting furnaces**

* The linked page is available in Japanese only.



Risk Management Basic Concept

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

Based on this understanding, Suzuki collects information on various internal and external risks in a timely and appropriate manner in accordance with its risk management regulations and other related internal rules in order to identify risks at an early stage and respond promptly, thereby striving to ensure business continuity and stable development.

Problems that arise or are identified within individual departments are promptly discussed by the Corporate Governance Committee and the Management Committee according to their urgency and importance, leading to timely resolution.

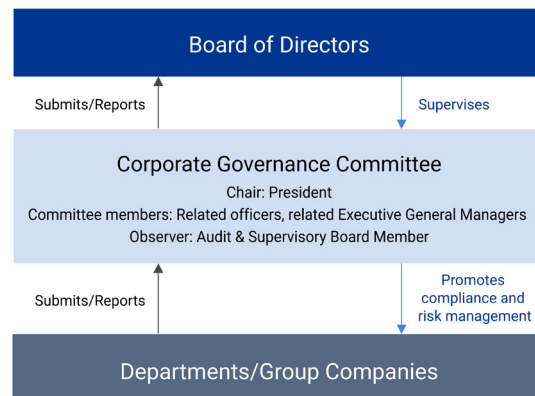
We will continue to accurately monitor changes in social environments and technological trends, identify and assess risks on an ongoing basis, and strengthen the strategic risk management system across the entire Suzuki Group. Through these efforts, we aim to remain a company that continues to earn the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

Risk Management System

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

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

[Corporate Governance Committee](#) ➤



Responding to Issues with Quality

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

Business Continuity Plan (BCP)

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

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

Suzuki disaster countermeasures

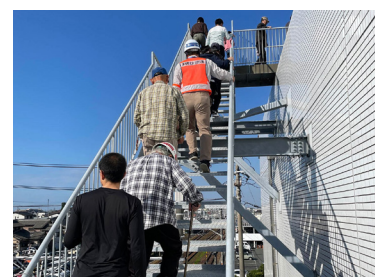
In preparation against a natural disaster like a major earthquake in the Nankai Trough, Suzuki places the highest priority on ensuring the lives and safety of customers and employees, protecting company assets and properties, and enabling early restoration of operations, including those in local communities, 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 Course, 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 lookout stationed 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.

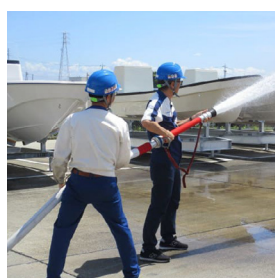
We have also introduced a safety information system that enables us to confirm employees are safe in the event an earthquake or tsunami occurs outside of working hours. Under this system, if an earthquake with a seismic intensity of 5 or higher occurs, an email inquiring about the safety of employees 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 Project 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 1.03 billion yen in October 2025, as well as 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.



Basic Policy on Compliance

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 "Mission Statement" 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 "Mission Statement", 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 Motor Corporation has established the Corporate Governance Committee under the Board of Directors to strengthen its response to cross-organizational issues by implementing risk management measures and coordinating with related departments.

The Committee is chaired by the President and comprises related officers and Executive General Managers as vice chairs, other Executive General Managers as members, and Audit & Supervisory Board Members as observers. When compliance issues arise, the Committee deliberates each issue, takes necessary measures, and reports the details to Directors and Audit & Supervisory Board Members as appropriate.

[Corporate Governance Committee](#) >

Compliance Initiatives

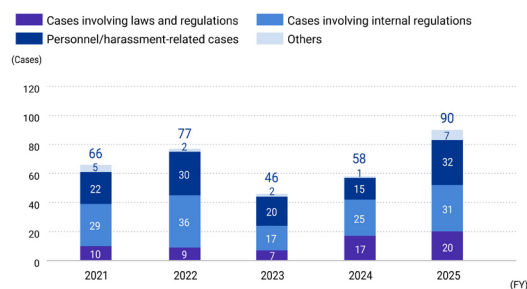
Whistleblowing System (Suzuki Group Risk Management Hotline)

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, contractors, and freelancers. The hotline has laid down rules to ensure the anonymity of whistleblowers and the confidentiality of reported information, and has established a system in which users can report actual or potential compliance issues, such as violations of laws, regulations, or internal rules, and issues related to corporate ethics such as corruption, and harassment, without being subject to any disadvantageous treatment.

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

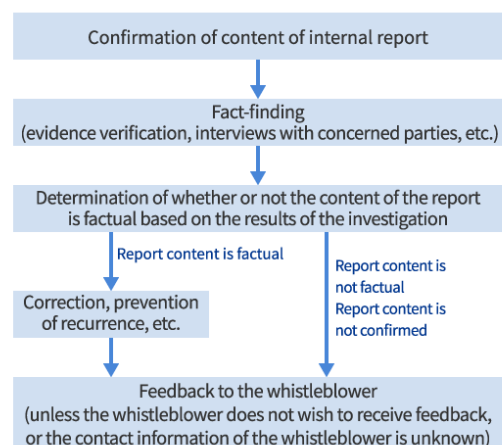
The following chart shows the number of whistleblowing reports received in the past five years(FY2021-2025)

■ Trends in the number of whistleblowing reports*



* The figures exclude consultations and inquiries that do not involve compliance issues.

■ Flow of the whistleblowing process



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.

Remember 5.18 Activities

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.

As in the previous year, all 34 overseas bases subject to audits participated in the activities in FY2026.

Approximately 14,800 people attended the Remember 5.18 Activities Report Meeting held on May 18.

This year's activities marked ten years since the fuel efficiency testing misconduct. At the activity report meeting, officers and Executive General Managers discussed "The Future of Compliance at Suzuki" to ensure that all employees take personal ownership of compliance activities, understand their purpose, and continue to engage in them proactively. The Suzuki Group will continue to carry out the Remember 5.18 Activities as part of its efforts to strengthen compliance.



Images from Remember 5.18 Activities Report Meeting (held May 18, 2026)

President's Workplace Dialogue

To facilitate smooth communication among supervisors, subordinates, colleagues, and departments, and to foster an open workplace culture in which problems can be easily reported, communicated, and discussed, workplace dialogues led by the president are conducted for all divisions, with each workplace participating (the dialogues that began in September 2025 cover 38 workplaces).



Images from Workplace Dialogue (held in May 2026)

Japan

Domestic sales distributors

Sales distributors provide employee training tailored to their job type and career stage to develop staff who can earn customers' trust. In addition, they provide compliance and anti-harassment training to build organizations in which talent can thrive and to manage risks.



Suzuki Motor Sales Gunma Inc.
"Compliance training"

Establishing a tax policy

Suzuki established the Suzuki Group Tax Policy as the basic policy for thorough tax compliance and to conduct appropriate tax payments.(Established in December 2022 and revised in September 2024)

Tax Policy of the Suzuki Group

The Suzuki Group (hereinafter, "we") shall conduct business by placing utmost importance on our motto and mission of developing products and providing services of superior value by focusing on the customer. Simultaneously, we understand the importance of being tax compliant, by duly fulfilling our obligations as a taxpayer and returning our profits to society through tax payments and strive to contribute to society.

Legal Compliance

We shall comply with the tax laws and tax treaties of individual countries and adhere to the spirit of international standards such as the OECD Transfer Pricing Guidelines and the BEPS Action Plan, thereby ensuring fair and equitable payment of taxes while also not engaging in unjust tax avoidance practices.

Governance

The executive officer in charge of finance oversees tax matters for the entire Suzuki Group. We have established appropriate reporting systems to deal with tax risks as part of an internal control mechanism, with the Board of Directors receiving reports on tax filings and other matters. Audit & Supervisory Board Members also attend those meetings and verify the content of the filings. Management strives to resolve tax risks that are crucial and/or require immediate attention through deliberations at meetings of the Board of Directors as necessary. Regular in-house training is conducted for every employee to deepen understanding and awareness of tax compliance.

Relationship with Tax Authorities

We shall take every possible opportunity to foster a trustworthy relationship with tax authorities. In addition, if there is a lack of mutual understanding with the tax authorities, we shall promptly communicate with them. Furthermore, we shall sincerely make transparent tax payments and deal with tax audits appropriately in accordance with the basic policy and guidelines.

Prevention of Double Taxation

We are well aware of the applicable double taxation risks arising because of international taxation, including transfer pricing. We follow the international transfer pricing guidelines as well as local regulations of the respective countries of operation when determining the prices of inter-company transactions. Furthermore, as a Group, we shall strive to eliminate the risk of double taxation by consultation with tax experts, negotiation with relevant tax authorities, and implementation of applicable remedies.

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 these Principles.

Suzuki Group's Principles on Anti-Bribery

Suzuki Group's Principles on the Prohibition of Bribery [➤](#)

Compliance Handbook

Suzuki strives to prevent prohibited conduct by providing specific examples thereof (e.g., facilitation payments, provision of entertainment for public officials who have influence over corporate activities, etc.) in its Compliance Handbook. The handbook is distributed to all employees in Japan. In addition to the Japanese version, English and Portuguese versions have been produced so that employees can check and review their conduct at any time during their daily work.

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 with 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 Supplier Sustainability Guidelines, 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 dealers, 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.

Suzuki Supplier Sustainability Guidelines [➤](#)

Information Security

- ▼ Basic Philosophy
- ▼ Management System
- ▼ Measures Against Information Leakage and External Attacks
- ▼ Implementation of Education
- ▼ Product Security
- ▼ Promoting AI and Risk Management
- ▼ Initiatives for Protecting Personal Information

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, thereby establishing a structure to promote information security measures and management.

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.

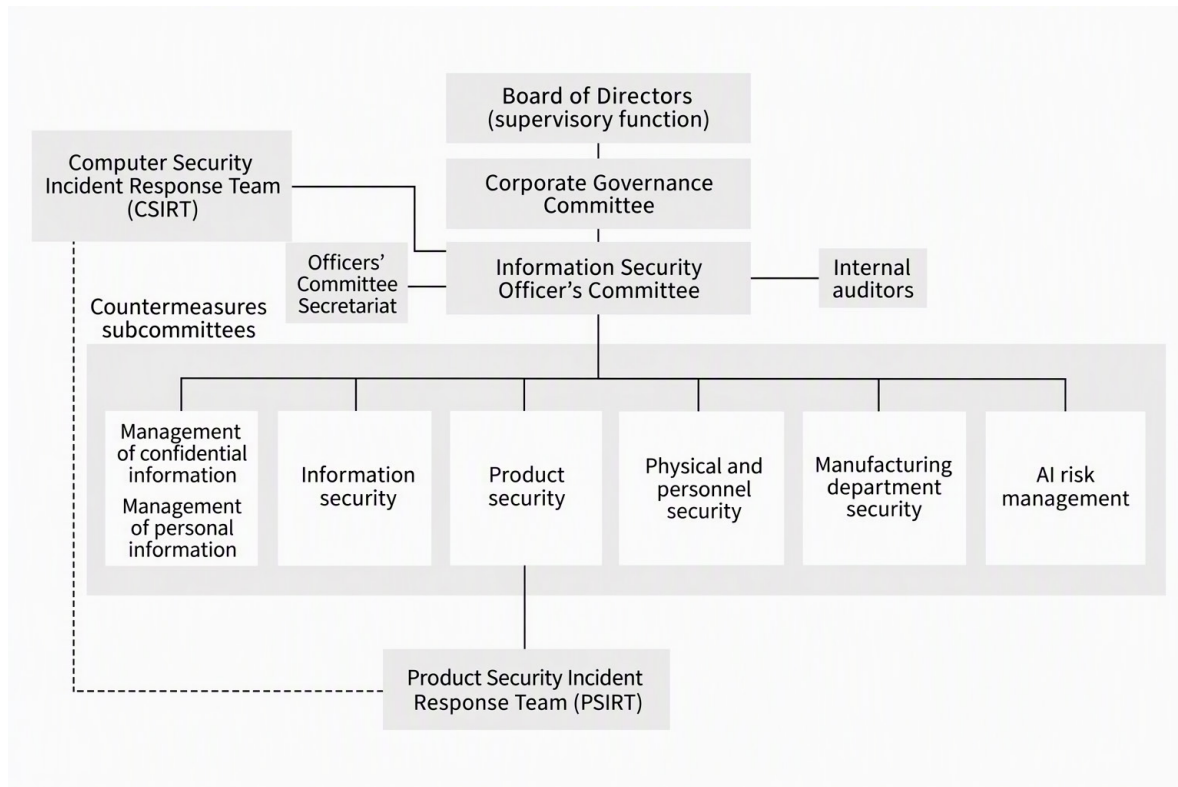
9. Implementation of continuous improvements

We shall continuously improve the overall system to ensure information security by regularly evaluating and reviewing the above efforts.

Management System

Under the information security officers' committee, we have established countermeasure subcommittees such as those for management of confidential information and personal information, information security, product security, physical and personnel security, manufacturing division security, and AI risk management. We have established a system in which divisions relevant to the specific issue, including IT, Legal, Intellectual Property, and Public Relations, participate across divisions to discuss risk assessment and response measures. Additionally, we have set up a dedicated internal consultation desk where users can seek advice on AI utilization, thereby supporting its appropriate use.

■ Information security management system promotion organization (As of August 2026)



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, (1) 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 committee

The information security officers' committee has established a product security countermeasures committee, 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

The product security countermeasures committee has established a Product Security Incident Response Team (PSIRT) to collect industry information from organizations such as J-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 audits and reporting

The product security countermeasures committee conducts annual audits to verify compliance with, and promote improvements to, organizational systems, regulations, and procedures related to product security, and regularly provides objective status reports to the information security officers' committee. In addition, by regularly reporting on the status of PSIRT activities, the subcommittee responds rapidly to product security attacks.

Product Vulnerability Reporting Center

To improve quality of product security, we have established a vulnerability reporting center.

Please contact us at the email address below to report any vulnerabilities.

PSIRT@hhq.suzuki.co.jp

- When submitting a report, please include all information necessary for verification, such as the affected product, details of the issue, and steps to reproduce it.
- We do not accept reports regarding known vulnerabilities or information that has already been publicly disclosed.
- We ask that you provide information in good faith. We do not offer a bug bounty program.
- We will review the information you provide and take appropriate action as necessary.

Promoting AI and Risk Management

Basic approach to AI

Based on the Mission Statement and the Suzuki Group Code of Conduct, the Company views AI (artificial intelligence) as an important means of improving operational efficiency and creating value. Guided by Suzuki's Philosophy of Conduct, we value the practice of using the time saved through utilizing AI to gain a deeper understanding of Genba, Genbutsu, and Genjitsu (Actual Place, Actual Thing, and Actual Situation), and of questioning AI's responses by applying our own knowledge and experience. At the same time, recognizing that errors and hallucinations (presenting false information as if it were fact) can occur with AI, we are committed to both promoting its utilization and managing its risks.

AI Guidelines

We have formulated and implemented the "Guidelines for the Use of Generative AI" for all employees and have communicated internally the basic rules for safe and appropriate use of AI.(Main contents)

- Confidential information must be handled only by AI tools authorized for such input.
- Do not take AI responses at face value. Make decisions only after personally verifying Genba, Genbutsu, and Genjitsu (Actual Place, Actual Thing, and Actual Situation).
- Do not use AI responses verbatim in materials for external distribution or in products. Appropriately indicate the source.
- Comply with the usage rules for each AI service.

Furthermore, we are developing internal regulations that evaluate the reliability characteristics, such as fairness, transparency, accountability, and privacy, of AI intended for external release.

Initiatives

- Promoting AI utilization: We have developed in-house AI applications that can be safely used in business operations and deployed them company-wide through the internal portal.
- Establishing usage rules and providing training: We have established and communicated guidelines for the use of generative AI, and we provide opportunities to explain utilization methods and rules.
- Establishing a risk management system: For AI intended for external release, we are developing a system to assess risks and determine response policies under a deliberation system involving relevant divisions.
- Operation of a consultation desk: We operate a dedicated consultation desk for AI utilization, supporting employees in using AI appropriately.

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 Motor 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:

https://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.



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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 (approximately 80 people in total).

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 FY2025, 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.

Field trips

In FY2025, we conducted tours for 3,763 students from 56 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 147 students from 34 schools visited the Kosai Plant and learned about the manufacturing industry through factory tours and other activities, helping students better understand manufacturing careers and make informed career choices.

Participation in local events

We participated in the 25th Science Experience for Youth, which was held on December 13, 2025. 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 pencil cases. 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

To promote safe driving practices among employees and prevent traffic accidents, we regularly conduct roadside traffic safety guidance activities around the plant.

We also reconfirm that new employees who have joined 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 plants, and online Q&A sessions connecting the Suzuki Plaza and plants.

In FY2025, at the Iwata Plant, we conducted in-person social studies field trips for 449 students from ten schools and online social studies field trips for 3,289 students from 51 schools, providing children with firsthand insights into manufacturing to a total of 3,738 children from 61 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 regard co-existence with the local community as an important mission and actively engage in environmental conservation activities.

As part of these efforts, we conduct cleanup activities around the plant four times a year in collaboration with the Sagara test course and affiliated companies inside the Sagara office. In FY2025 (April-March), a total of 117 people participated.

In particular, incorporating weeding into the cleanup activities in FY2022 made it easier to find and collect litter that had previously remained hidden beneath vegetation. This has resulted in a reduction in the amount of litter collected. Excluding grass and other vegetation, the average amount of litter collected decreased from 49.1 kg per cleanup in FY2022 to 39.5 kg in FY2025.

We will continue these cleanup activities and work together with the local community to contribute to creating a better environment.



Received the Excellent Worker Award from the Shizuoka Industrial Waste Association

An employee at the Sagara Plant, which is a large-volume generator of industrial waste, received the Excellent Worker Award from the Shizuoka Environmental and Industrial Waste Association. This award recognized the employee's many years of dedication to industrial waste management duties, including managing industrial waste storage areas, preparing and concluding outsourcing agreements, and managing industrial waste manifests, as well as to training and mentoring junior employees, thereby contributing to the proper treatment of industrial waste.



Joint drills for external oil leaks

Previously, emergency response drills at the site were conducted by individual departments and focused on measures to prevent leaks. However, with the aim of establishing a more comprehensive crisis management system, since FY2024, we have conducted site-wide leak response drills envisaging an external leak.

In this drill, we assumed a serious incident involving a leak into a stormwater management reservoir or river and examined in detail the entire series of procedures, from the initial response through containment. As a result, specific issues relating to response procedures and equipment were identified.

Based on these findings, we are promptly implementing corrective measures to establish a more effective system for preventing environmental pollution. We will continue conducting drills based on a wide range of possible scenarios and make every effort to ensure the safety of the local environment.



Opinion exchanges with local residents

Opinion exchange meetings are held 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 2026, we conducted an opinion exchange meeting and plant tour with members of the local community association and Makinohara City Hall.

Field trips

We provide social studies field trips for elementary school students. In FY2025, 4,334 students from 82 schools visited the Sagara Plant.

By observing production operations and various innovations up close from alongside the production line, the students learned about the vehicle manufacturing process and experienced firsthand the appeal of the automotive industry. Through these activities, we contribute to nurturing future manufacturing talent.



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 Plant is also participating in a project to support local employment in collaboration with local companies, supporting financial institutions, and the city. The plant undertakes a variety of activities as part of this project.

In addition to holding company information sessions, internships, and job shadowing programs, in FY2025, we set up interactive booths at the Sagara High School Cultural Festival and the Makinohara City Industrial Fair, giving many visitors the opportunity to experience the enjoyment and appeal of Monozukuri.



Efforts for traffic safety

We conduct roadside traffic safety guidance activities around the plant during national (prefectural) traffic safety campaign periods. We also conduct driving checks covering rules and manners when employees leave work, including whether they come to a complete stop within the plant premises. We also provide hands-on training to employees using VR equipment, as well as training 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 September, we cut the grass and pruned trees around the plant.

We continue to conduct these activities regularly to maintain and beautify the local environment.

During the cleanup activities, we also engage in a greeting campaign with local residents as part of our efforts to build good relationships with the local community.

Efforts for traffic safety

We provide training to new employees who joined the Hamamatsu Plant in April and young employees to remind them 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 Roadside Traffic Safety Activities with the Local Safe Driving Management Association

We participated in roadside traffic safety activities organized by the Hosoe District Safe Driving Management Association, promoting traffic safety and encouraging safe driving among motorists for the benefit of students commuting to school and local residents.



Interaction with the local community

We held the Hamamatsu Plant Autumn Festival on October 4, 2025.

A total of 2,843 people, including local residents, attended the festival, helping to promote deeper interaction with the local community.



Plant field trips for nearby elementary schools

From September to December 2025, we conducted plant tours for 1,029 students from 10 nearby elementary schools.

By touring an actual manufacturing site and sitting on a real motorcycle, the elementary school students were able to deepen their understanding of manufacturing, while we fostered closer ties with children in the local community. We later received feedback from the students, who said things like "it was so cool" and "I learned a lot." This demonstrated the effectiveness of the initiative and was also very motivating for our employees in carrying out future activities.



Online Social Studies Program Linking Suzuki Plaza and the Hamamatsu Plant

We conducted an online social studies program for elementary school students in Hamamatsu City, linking Suzuki Plaza and the Hamamatsu Plant. Through this program, 3,827 children from 42 schools were given firsthand insights into the manufacturing workplace at the Hamamatsu Plant. Many curious elementary school students asked a variety of questions, leading to lively interactions.



Osuka Plant

Voluntary cleanup around the plant

We periodically conduct cleanup activities with the aim of beautifying the environment around the plant.

In FY2025, we picked up trash four times again mainly along the roads around the plant.

We will continue to conduct environmental education for employees and proactively engage in environmental conservation.



Publishing environmental newsletters

We publish environmental news twice a year in June and November at the Osuka Plant to raise awareness of environmental efforts made by the plant. To raise environmental awareness, we will continue to issue these newsletters as one aspect of our educational activities to encourage people to think about the global environment.

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 as part of our community contribution activities. In FY2025, these activities were once again led mainly by new employees, who worked together with local residents to clean the area.

This has become an annual event established in the community, with many local community leaders expressing their appreciation. We will therefore continue this activity.



Conducting traffic safety guidance on streets

During the national traffic safety campaign held quarterly, we conducted roadside traffic safety activities along the prefectural road leading to the plant's entrance.

This activity not only raises employees' safety awareness but also serves to raise traffic safety awareness among local residents.

We will continue to carry out activities aimed at ensuring the safety of the local community.



Participation in a tree-planting activity

In March 2026, we participated in the FY2025 Shiosai no Mori Tree Planting Ceremony organized by Kakegawa City and held at Obuchi Beach. As part of this initiative to reduce tsunami damage and protect lives and property, we planted a variety of trees. We will continue to engage in activities to protect the environment with our own hands.



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	FY2021	FY2022	FY2023	FY2024	FY2025
Automobile	Production Units			Thousand units	2,822	3,210	3,265	3,296	3,533
		Domestic			840	954	1,011	995	975
		Overseas			1,982	2,256	2,254	2,301	2,558
			India		1,659	1,922	1,984	2,102	2,347
	Unit Sales			Thousand units	2,707	3,000	3,168	3,240	3,320
		Domestic			561	627	674	718	725
		Overseas			2,145	2,373	2,493	2,523	2,595
			India		1,365	1,645	1,794	1,795	1,862
	Unit sales of hybrid models* ¹			Thousand units	626	800	879	974	984
	Unit sales of “With” series			Units	2,402	2,161	2,124	2,655	2,525
Motorcycle	Production Units			Thousand units	1,784	1,914	1,914	2,042	2,282
		Domestic			99	111	101	91	82
		Overseas			1,685	1,803	1,813	1,951	2,200
	Unit Sales			Thousand units	1,634	1,859	1,912	2,064	2,261
		Domestic			53	46	39	35	26
		Overseas			1,581	1,814	1,873	2,029	2,235

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

2. Financial Data (Consolidated)

			Unit	J-GAAP			IFRS		
				FY2021	FY2022	FY2023	FY2023	FY2024	FY2025
Revenue			100 milli on yen	35,684	46,416	53,743	53,575	58,252	62,930
	Automobile			32,048	41,622	48,838	48,696	53,052	57,064
	Motorcycle			2,535	3,332	3,669	3,650	3,981	4,545
	Marine			980	1,346	1,123	1,117	1,097	1,195
	Other			121	118	112	112	121	126
	Domestic			10,737	12,120	13,128	13,128	14,910	15,980
	Overseas			24,947	34,296	40,615	40,447	43,342	46,950
		Europe		4,181	4,792	7,003	6,918	6,420	6,841
		North America		794	1,237	1,056	1,035	953	1,098
		Asia		15,901	22,274	25,960	25,979	28,472	31,098
		Others		4,071	5,993	6,594	6,515	7,497	7,912
Operating profit			100 milli on yen	1,915	3,506	4,656	4,938	6,429	6,229
Profit attributable to owners of parent				1,603	2,211	2,677	3,170	4,161	4,393
Capital expenditures			100 milli on yen	1,894	2,699	3,215	3,139	3,618	3,507
Depreciation				1,615	1,773	1,972	1,777	1,961	2,177
R&D expenses ^{*2}				1,607	2,056	2,342	2,320	2,656	2,704
Interest-bearing debt balance				6,742	7,638	7,862	7,859	7,253	7,486
Total assets			100 milli on yen	41,552	45,777	53,856	57,577	59,937	66,368
Net assets				22,637	25,086	31,384	33,844	36,881	41,531
Shareholders' equity ratio			%	45.2	45.4	46.3	47.2	49.6	51.0
Earnings per share attributable to owners of parent			Yen	330.20	455.21	138.40 ^{*3}	163.88 ^{*3}	215.66	227.69
Cash dividends per share (annual) ^{*4}				91.00	100.00	122	122	41	46
ROE			%	9.0	11.2	11.7	12.6	14.6	13.8

* Figures are rounded to the nearest unit.

*2 R&D expenses under IFRS are based on actual expenditures.

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

*4 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	FY2021	FY2022	FY2023	FY2024	FY2025	
Number of employees	Male	Persons	14,326	14,503	14,795	15,094	15,393	
	Female		1,941	2,047	2,160	2,320	2,478	
	Total		16,267	16,550	16,955	17,414	17,871	
Employees with job titles (Of total)	Male	Persons	4,695	4,892	5,051	5,376	5,587	
	Female		136	156	182	223	268	
	Total		4,831	5,048	5,233	5,599	5,855	
Managers (Of total)	Male	Persons	1,248	1,282	1,319	1,390	1,492	
	Female		20	21	25	31	34	
	Total		1,268	1,303	1,344	1,421	1,526	
Ratio of female workers in management roles ^{*1}		%	1.6	1.6	1.9	2.2	2.2	
Employment rate of people with disabilities		%	2.35	2.44	2.34	2.44	2.5	
New employees	Male	Persons	451	567	587	557	531	
	Female		144	152	147	166	169	
	Total		595	719	734	723	700	
College degree or above (Of total)	Male	Persons	285	383	384	378	325	
	Female		67	61	83	101	94	
	Total		352	444	467	479	419	
Number of mid-career hires	Male	Persons	72	114	155	227	203	
	Female		25	16	26	47	18	
	Total		97	130	181	274	221	
Number of part-time or temporary employees	Male	Persons	116	100	129	123	116	
	Female		90	77	67	57	35	
	Total		206	177	196	180	151	
Digital professionals Number of direct hires in India	Male	Persons	2	4	6	9	10	
	Female		0	0	1	1	3	
	Total		2	4	7	10	13	
Gender wage gap ^{*1}	All employees		%	64.3	64.4	64.5	64.5	66.0
	Full-time workers			64.3	64.0	64.4	65.1	66.8
	Part time or temporary employees			64.3	67.5	61.2	55.3	56.0
Turnover rate		%	2.85	3.04	3.26	3.60	3.0	
Rate of paid leave taken		%	85.4	81.4	81.1	80.7	79.2	

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Childcare	Number of employees using the reduced work hour system for childcare	Male	Persons	9	11	10	12	16
		Female		289	312	336	382	429
		Total		298	323	346	394	445
	Number of employees using the childcare leave system	Male	Persons	90	213	289	267	377
		Female		96	86	101	101	89
		Total		186	299	390	368	466
	Male rate of taking childcare leave ^{*2}		%	17.7	43.5	63.1	65.7	73.2
	Reinstatement rate of employees using childcare leave system	Male	%	100.0	99.1	99.5	100.0	100.0
		Female		98.7	96.8	98.8	97.9	97.8
		Total		99.3	98.0	99.3	99.5	99.4
Family-care	Number of employees using the reduced work hour system for family-care	Male	Persons	0	2	2	4	7
		Female		4	7	7	6	5
		Total		4	9	9	10	12
	Number of employees using the family-care leave system	Male	Persons	3	3	2	3	1
		Female		3	0	3	1	1
		Total		6	3	5	4	2
	Reinstatement rate of employees using family-care leave system	Male	%	33.3	66.6	50.0	100.0	100.0
		Female		33.3	—	100.0	100.0	100.0
				33.3	66.6	80.0	100.0	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	FY2021	FY2022	FY2023	FY2024	FY2025
Others	Number of Outside Directors	Persons	3	2	3	4	4
	Number of consolidated subsidiaries	Companies	120	119	120	122	121
	Number of equity-method affiliates		31	32	32	35	37

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	Environmental Performance Data_ Third Party Guarantee >
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Robust supply chain >
2-7	Employees	Company Data_Employee Information >
2-8	Workers who are not employees	—
3. Governance		
2-9	Governance structure and composition	Corporate governance and compliance_ Outline of the Corporate Governance System > Directors of the Board >
2-10	Nomination and selection of the highest governance body	Corporate governance and compliance > Board of Directors >
2-11	Chair of the highest governance body	Corporate governance and compliance > Board of Directors >
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance and compliance_ Outline of the 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	Corporate governance and compliance >
2-16	Communication of critical concerns	Corporate Governance Committee >
2-17	Collective knowledge of the highest governance body	Corporate governance and compliance >
2-18	Evaluation of the performance of the highest governance body	Corporate governance and compliance > The Audit & Supervisory Board >
2-19	Remuneration policies	Corporate governance and compliance > Committee on Personnel and Remuneration, etc. > Corporate governance and compliance > Policy on Directors' and Audit & Supervisory Board Members' remuneration >
2-20	Process to determine remuneration	Corporate governance and compliance > 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	Message from the President >
2-23	Policy commitments	Mid- to Long-Term Targets and Results > Environmental brand > Suzuki Group's Basic Policy on Respect for Human Rights >
2-24	Embedding policy commitments	Mid- to Long-Term Targets and Results > Suzuki Environmental Vision 2050 > Environmental Policy and Management > Respect for human rights and consideration for people >
2-25	Processes to remediate negative impacts	Corporate governance and compliance >
2-26	Mechanisms for seeking advice and raising concerns	Whistleblowing system > Safety, quality, and service of products > Consultation Desk >
2-27	Compliance with laws and regulations	Environmental Policy and Management > Situation concerning environmental laws and regulations > Corporate governance and compliance > Anti-corruption >
2-28	Membership associations	Suzuki Group Code of Conduct > Robust supply chain >
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	Policy for stakeholders > Respect for human rights and consideration for people > Labor-Management Relations >
2-30	Collective bargaining agreements	Suzuki Group Code of Conduct > Respect for human rights and consideration for people > Labor-Management Relations >
GRI3: Material Topics 2021		
3-1	Process to determine material topics	Defining materiality (key issues) >
3-2	List of material topics	Materiality matrix >
3-3	Management of material topics	Materiality matrix > Materiality > Efforts for SDGs >

Topic-Specific Standards

Item Number	Disclosure	Corresponding Sections
Economic		
GRI201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	IR Library > Annual Securities Report >
201-2	Financial implications and other risks and opportunities due to climate change	Climate change / energy >
201-3	Defined benefit plan obligations and other retirement plans	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	Respect for human rights and consideration for people > Wages >
202-2	Proportion of senior management hired from the local community	—
GRI203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Forest conservation activities > Safety, quality, and service of products > Support for the local community > 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	Corporate governance and compliance > Anti-corruption > Corporate Governance Committee >
205-2	Communication and training about anti-corruption policies and procedures	Efforts for preventing bribery > Suzuki Group's Principles on the Prohibition of Bribery > Corporate governance and compliance > Compliance Initiatives >
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	—

Item Number	Disclosure	Corresponding Sections
Environmental		
GRI301: Materials 2016		
301-1	Materials used by weight or volume	Environmental Policy and Management > Environmental impact and efforts in business operations > Environmental Performance Data >
301-2	Recycled input materials used	Resource Circulation > Initiatives for End-of-Life Products > Environmental Performance Data >
301-3	Reclaimed products and their packaging materials	Resource Circulation > Initiatives for End-of-Life Products >
GRI302: Energy 2016		
302-1	Energy consumption within the organization	Environmental Policy and Management > Environmental impact and efforts in business operations > Power consumption amount of Suzuki Group > Promoting the use of renewable energy > Environmental Performance Data >
302-2	Energy consumption outside of the organization	Environmental Policy and Management > Environmental impact and efforts in business operations > Efforts in domestic transportation > Environmental Performance Data >
302-3	Energy intensity	—
302-4	Reduction of energy consumption	Power consumption amount of Suzuki Group > Environmental Performance Data >
302-5	Reductions in energy requirements of products and services	Power consumption amount of Suzuki Group > Efforts in design and development > Environmental Performance Data >

Item Number	Disclosure	Corresponding Sections
GRI303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Effective use of resources Suzuki Clean Ocean Project
303-2	Management of water discharge-related impacts	Mid- to Long-Term Targets and Results > Suzuki Environmental Vision 2050 Effective use of resources
303-3	Water withdrawal	Mid- to Long-Term Targets and Results > Suzuki Environmental Vision 2050 Environmental Policy and Management > Environmental impact and efforts in business operations Effective use of resources Environmental Performance Data
303-4	Water discharge	Mid- to Long-Term Targets and Results > Suzuki Environmental Vision 2050 Environmental Policy and Management > Environmental impact and efforts in business operations Effective use of resources Environmental Performance Data
303-5	Water consumption	Mid- to Long-Term Targets and Results > Suzuki Environmental Vision 2050 Environmental Policy and Management > Environmental impact and efforts in business operations Effective use of resources Environmental Performance 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	Environment and ecosystem of the surrounding areas
304-2	Significant impacts of activities, products, and services on biodiversity	—
304-3	Habitats protected or restored	Forest conservation activities Suzuki Clean Ocean Project
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environment and ecosystem of the surrounding areas

Item Number	Disclosure	Corresponding Sections
GRI305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Disclosure of GHG emissions in the entire value chain > Environmental Performance Data >
305-2	Energy indirect (Scope 2) GHG emissions	Disclosure of GHG emissions in the entire value chain > Environmental Performance Data >
305-3	Other indirect (Scope 3) GHG emissions	Disclosure of GHG emissions in the entire value chain > Environmental Performance Data >
305-4	GHG emissions intensity	CO ₂ emission performance at global manufacturing bases > Environmental Performance Data >
305-5	Reduction of GHG emissions	Environmental Policy and Management > Environmental impact and efforts in business operations > Disclosure of GHG emissions in the entire value chain > CO ₂ emission performance at global manufacturing bases > Amount of renewable energy (amount of CO ₂ reduced) > Environmental Performance 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	Environmental Policy and Management > Environmental impact and efforts in business operations > Control of SOx and NOx emissions > Environmental Performance Data >
GRI306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	—
306-2	Management of significant waste-related impacts	Management of substances of concern >
306-3	Waste generated	Total waste discharge amount > Environmental Performance Data >
306-4	Waste diverted from disposal	Environmental Policy and Management > Environmental impact and efforts in business operations > Flow of waste, etc. > Environmental Performance Data >
306-5	Waste directed to disposal	Environmental Policy and Management > Environmental impact and efforts in business operations > Flow of waste, etc. > Environmental Performance Data >
GRI308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Request for cooperation in continuously reducing risk > Promotion of green procurement > Suzuki Green Procurement Guideline >
308-2	Negative environmental impacts in the supply chain and actions taken	Request for cooperation in continuously reducing risk > Promotion of establishment of the substance of concern management system at business partners > Conformance to regulations concerning chemical substances >

Item Number	Disclosure	Corresponding Sections
Social		
GRI401: Employment 2016		
401-1	New employee hires and employee turnover	Company Data_Employee Information >
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3	Parental leave	Human capital management that fosters the growth of each individual >
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	Employee health and safety > Safety and health control system >
403-2	Hazard identification, risk assessment, and incident investigation	Employee health and safety > Risk assessment activities >
		Employee health and safety > Incidence of occupational accidents >
403-3	Occupational health services	Employee health and safety > Employee health >
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee health and safety > Initiatives to enhance health literacy >
403-5	Worker training on occupational health and safety	Employee health and safety > Strategy Map >
		Employee health and safety > Initiatives for in-house dissemination >
403-6	Promotion of worker health	Employee health and safety > Employee health >
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee health and safety > Risk assessment activities >
		Employee health and safety > Initiatives to enhance health literacy >
403-8	Workers covered by an occupational health and safety management system	Respect for human rights and consideration for people > Labor-Management Relations >
403-9	Work-related injuries	Employee health and safety > Risk assessment activities >
403-10	Work-related ill health	—
GRI404: Training and Education 2016		
404-1	Average hours of training per year per employee	Human capital management that fosters the growth of each individual >
404-2	Programs for upgrading employee skills and transition assistance programs	Human capital management that fosters the growth of each individual >
404-3	Percentage of employees receiving regular performance and career development reviews	Human capital management that fosters the growth of each individual >
GRI405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Human capital management that fosters the growth of each individual >
		Directors of the Board >
405-2	Ratio of basic salary and remuneration of women to men	Company Data_Employee Information >
GRI406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Respect for human rights and consideration for people > Stakeholder engagement >
		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	Respect for human rights and consideration for people > Labor-Management Relations >

Item Number	Disclosure	Corresponding Sections
GRI408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Respect for human rights and consideration for people > Human rights due diligence >
GRI409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respect for human rights and consideration for people > Human rights due diligence >
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	Respect for human rights and consideration for people > Human rights due diligence >
412-2	Employee training on human rights policies or procedures	Respect for human rights and consideration for people > Human rights due diligence >
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Suzuki Supplier Sustainability Guidelines >
		Declaration of Partnership Building >
GRI413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Safety, quality, and service of products > Initiatives to solve community issues >
413-2	Operations with significant actual and potential negative impacts on local communities	Safety, quality, and service of products > Support for the local community >
		—
GRI414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Suzuki Supplier Sustainability Guidelines >
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	Safety, quality, and service of products > Product quality measures >
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Safety, quality, and service of products > 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 >
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Suzuki's environmental targets (Short-term/Medium-term/long-term) > Environmental plan >
c) Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Disclosure of GHG emissions in the entire value chain >

Archives

▼ Sustainability Web 2026 ▼ Sustainability Web Archives

Sustainability Web 2026

You can download the latest "Sustainability Web 2026" in PDF format.



Sustainability Web Archives

You can download past "Sustainability Reports" and "Suzuki CSR & Environmental Reports."

2025	Sustainability Web 2025	[47.0MB]	
2024	Sustainability Data Book 2024	[18.2MB]	
2023	Sustainability Report 2023	[14.0MB]	
2022	Sustainability Report 2022	[16.5MB]	
2021	Sustainability Report 2021	[9.3MB]	
2020	2020 Suzuki CSR & Environmental Report	[11.3MB]	
2019	2019 Suzuki CSR & Environmental Report	[12.8MB]	
2018	2018 Suzuki CSR & Environmental Report	[12.5MB]	
2017	2017 Suzuki CSR & Environmental Report	[51.1MB]	
2016	2016 Suzuki CSR & Environmental Report	[10.9MB]	
2015	2015 Suzuki Environmental & Social Report	[14.0MB]	
2014	2014 Suzuki Environmental & Social Report	[23,079KB]	
2013	2013 Suzuki Environmental & Social Report	[17,350KB]	
2012	2012 Suzuki Environmental & Social Report	[15,762KB]	
2011	2011 Suzuki CSR Report	[14,321KB]	
2010	2010 Suzuki Environmental & Social Report	[21,645KB]	
2009	2009 Suzuki Environmental & Social Report	[11,786KB]	
2008	2008 Suzuki Environmental & Social Report	[9,202KB]	
2007	2007 Suzuki Environmental & Social Report	[6,312KB]	
2006	2006 Suzuki Environmental & Social Report	[6,659KB]	
2005	2005 Suzuki Environmental & Social Report	[3,839KB]	
	Reference Information & Data	[748KB]	
2004	2004 Suzuki Environmental & Social Report	[2,279KB]	
2003	2003 Suzuki Environmental Report	[2,947KB]	
2002	2002 Suzuki Environmental Report	[632KB]	
2001	2001 Suzuki Environmental Report	[1,739KB]	
2000	2000 Suzuki Environmental Report	[739KB]	

Editorial Policy

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Suzuki Sustainability web site introduces various ESG (Environmental, Social and Governance) initiatives conducted by the Suzuki Group.

We continuously expand the scope of our disclosures, aiming to deepen understanding of our 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 FY2025 (from April 1, 2025 through March 31, 2026). However, this report also contains descriptions of some activities which took place before or after that time period.

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Note: While information on the website is updated as needed throughout the year, the content is compiled and published once a year as an archived PDF.

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

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