

SUZUKI
ENVIRONMENTAL & SOCIAL REPORT

2005



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Separate Volume: Reference Information & Data

Editorial Policy

The “Suzuki Environmental and Social Report 2005”, which introduces CSR (Corporate Social Responsibility) activities, is edited under the following concepts.

- Focus on brevity and understandability to make the report more readable for a wider audience. With this concept in mind, the number of pages in the report was reduced and environmental information is provided in a separate volume.
- Layout a clear course so that Suzuki's CSR activities are understood.
- The main focus of this report is on fiscal 2004 (April 1, 2004 through March 31, 2005) however, some activities taking place before or after this time period are included.
- Some of the descriptions in this report focus solely on the Suzuki Corporation, while some include Suzuki Group companies. (Unless “related companies”, “dealers”, or “overseas” is mentioned, all text refers to the Suzuki Corporation.)
- The following guidelines were referred to in creating this report; “Environmental Report Guidelines 2003” by the Ministry of the Environment, “Sustainable Report Guidelines 2002” by GRI (Global Reporting Initiative), etc.
- This is an English translation of the original Japanese text of the 2005 Suzuki Environmental and Social Report. It mainly covers domestic business activities of the Suzuki Motor Corporation.

* Please note that website addresses listed in this report may change without notice.

Introduction

Since our founding, we have always pursued the development of products that offer superior value and contribute to an affluent lifestyle for our customers. The Suzuki name and our current lineup of products, consisting mostly of motorcycles, automobiles, outboards, electric vehicles, etc., is respected by many not only domestically, but as a global brand in countries throughout the world.

We believe that in order to maintain our business activities and continue to hold the trust and respect, it is important to provide the customer with satisfaction through our valued products, be fair in obeying the rules, and show transparency in free activities as a global corporate citizen.

Corporate Social Responsibility (CSR) has become increasingly prominent and as described previously, we fully acknowledge its meaning and importance.

Corporate Social Responsibility to Suzuki is providing our customers with products of value and above all, obeying the laws and rules, and acting fair and in good faith. In a word “Compliance” in its literal sense. We must maintain the trust of our customers, business partners, investors, local communities, employees and other stakeholders, and build solid relationships through compliance.

Our first “Environmental Report” has been published since 1999. Last year, with the addition of social aspects, we published our “Environmental and Social Report. From this year we present Suzuki’s CSR Concepts and Activities, in a more comprehensive and systematic format so that more people can read with greater interest.

We hope that this report provides the reader with a good opportunity to understand our CSR activities.



Osamu Suzuki

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Chairman & CEO
(Business Ethics Committee Chairman)



Hiroshi Tsuda

A stylized, handwritten signature in black ink, appearing to read 'H. Tsuda' with a long horizontal stroke.

President & COO
(Environmental Committee Chairman)

Company Outline

- ◆ **Company Name** SUZUKI MOTOR CORPORATION
- ◆ **Date of Incorporation**
 March 1920 Incorporated as Suzuki Loom Manufacturing Co.
 June 1954 Name changed to Suzuki Motor Co., Ltd.
 October 1990 Name changed to Suzuki Motor Corporation
- ◆ **Capital** Yen 120,210 million (as of March 31, 2005)
- ◆ **Chairman & CEO** Osamu Suzuki
- ◆ **President & COO** Hiroshi Tsuda
- ◆ **Number of Employees**
13,760 (as of April 1st, 2005)
- ◆ **Sales**
 Consolidated: Yen 2,365,600 millions
 Non-consolidated: Yen 1,481,600 millions (Fiscal 2004)
- ◆ **Main Products** Motorcycles, automobiles, outboard motors,
 motorized wheelchairs, electro-scooters, industrial equipment



◆ Head Office, Plants and Facilities

Name	Address	Operations
Head Office	300, Takatsuka-cho, Hamamatsu-shi, Shizuoka	Head office affairs
Takatsuka Plant		Motorcycle engines assembling and machining
Toyokawa Plant	1-2, Utari, Shiratori-cho, Toyokawa-shi, Aichi	Motorcycles and outboard motor assembling
Kosai Plant	4520, Shirasuka, Kosai-shi, Shizuoka	Mini and compact vehicle assembly and finishing (Wagon R, MR Wagon, Alto, Alto Lapin, Kei, Aerio, Solio, Swift, Chevrolet Cruze, etc.)
Iwata Plant	2500, Iwai, Iwata-shi, Shizuoka	Mini and compact vehicles, and commercial vehicle assembly and finishing (Carry, Every, Jimny, Escudo, etc.)
Osuka Plant	6333, Nishiobuchi, Kakegawa-shi, Shizuoka	Foundry, etc.
Sagara Plant	1111, Shirai, Makinohara-shi, Shizuoka	Automobile engines assembling, etc.
Parts Plant	3985-1300, Shirasuka, Kosai-shi, Shizuoka	Spare parts administration
Training Center	20-40, Kawana, Inasa-cho, Inasa-gun, Shizuoka	Education and training
Tokyo Branch Office	23-2, Daikyo-cho, Shinjuku-ku, Tokyo	Public relations
Yokohama R & D Center	2-1, Sakuranamiki, Tsuzuki-ku, Yokohama-shi, Kanagawa	Research and development
Electric Installation Design Miyakoda Office	1-1-2, Shinmiyakoda, Hamamatsu-shi, Shizuoka	Research and development
Ryuyo Proving Grounds	4935, Komaba, Iwata-shi, Shizuoka	Testing and development of motorcycles
Shimokawa Proving Grounds	34, Sannohashi, Shimokawa-cho, Kamikawa-gun, Hokkaido	Testing and development of motorcycles and automobiles
Sagara Proving Grounds	1111, Shirai, Makinohara-shi, Shizuoka	Inspecting of automobiles

◆ Land, buildings, and number of personnel at the Head Office and individual plants (as of April 1st, 2004)

Name	Land (m ²)	Buildings (m ²)	Number of personnel
Head Office	198,000	152,000	8,530
Takatsuka Plant			
Toyokawa Plant	185,000	78,000	640
Kosai Plant	1,146,000	455,000	2,110
Iwata Plant	296,000	163,000	1,390
Osuka Plant	149,000	48,000	370
Sagara Plant	1,955,000	71,000	720

◆ The Suzuki Group Principal subsidiaries of the Suzuki group in Japan (as of July 1st, 2004)

Manufacturing companies	Suzuki Hamamatsu Auto Parts Mfg. Co., Ltd. Suzuki Seimitu Industries Co., Ltd. Hamamatsu Pipe Co., Ltd. Suzuki Akita Auto Parts Mfg. Co., Ltd. Enshu Seiko Co., Ltd. S. Tech Co., Ltd. Snic Co., Ltd. Suzuki Toyama Auto Parts Mfg. Co., Ltd. Suzuki Kasei Co., Ltd.
Non-manufacturing companies	Suzuki Transportation & Packing Co., Ltd. Suzuki Business Co., Ltd. Bell Art Co., Ltd. Suzuki Nousei Center Co., Ltd. Suzuki Works Techno Ltd. Suzuki Support Co., Ltd.
Sales companies	Suzuki Marine Co., Ltd. 60 directly managed domestic distribution companies, 34 directly managed overseas distribution companies



Corporate Philosophy and CSR

[Corporate Social Responsibility]

Our mission as a corporation is to fully consider the safety of our customers, take environmental conservation into consideration, obey all laws, and maintain good relationships with our stakeholders as members of society. This section describes our basic concept of CSR.

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1 CSR Concept


Our basic concept of CSR is included in our Mission Statement and the Suzuki Activity Charter.

社 是

一、消費者の立場になつて
価値ある製品を作ろう

二、協力一致清新な会社を
建設しよう

三、自己の向上にとつとめ常に
意欲的に前進しよう



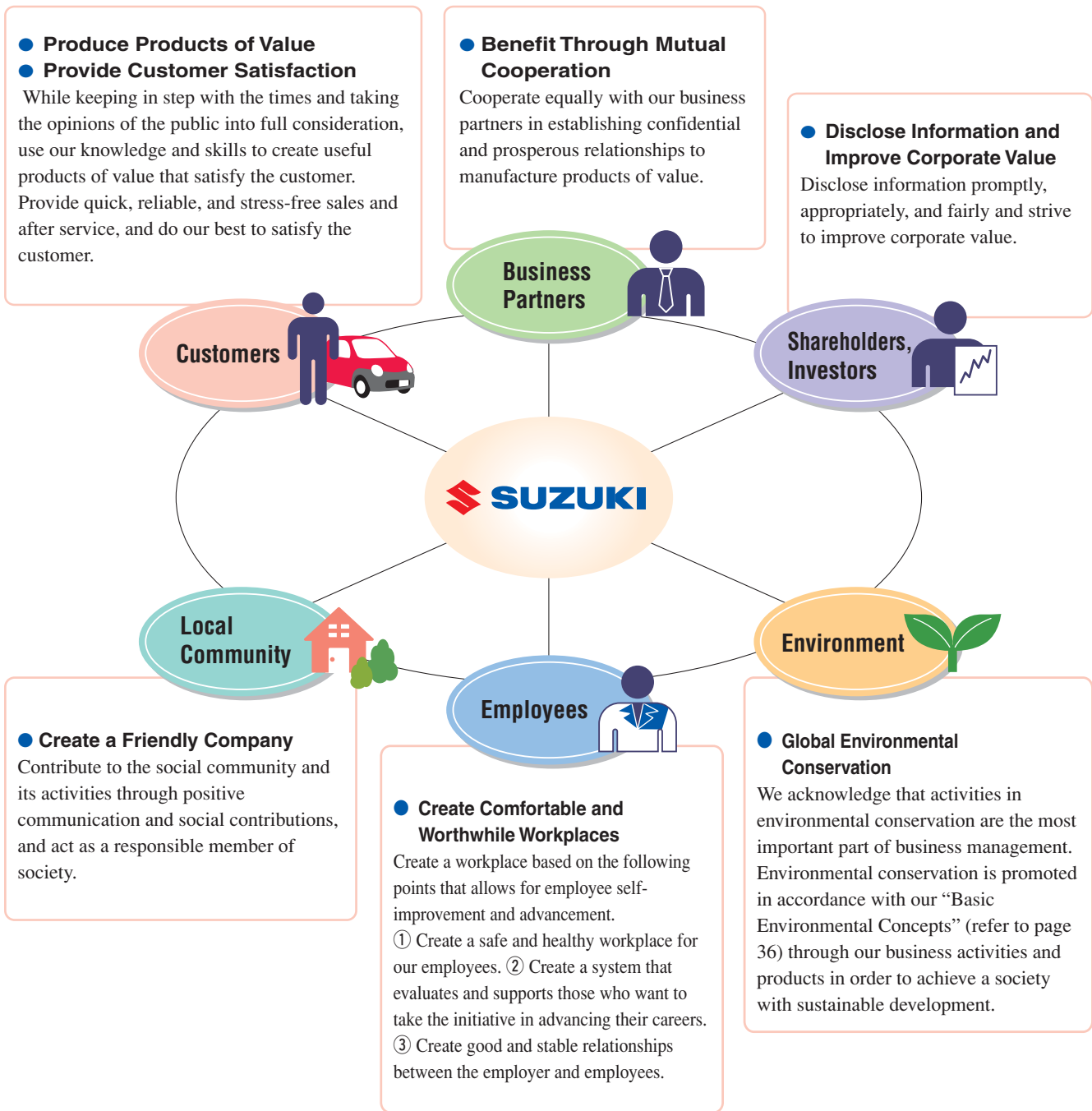
1. *Develop products of superior value by focusing on the customer*
2. *Establish a refreshing and innovative company through teamwork*
3. *Strive for individual excellence through continuous improvement*

Suzuki Activity Charter

1. Develop and provide useful products and services that take the opinions of our domestic and overseas customers and of society into consideration.
2. Take environmental conservation into full consideration when developing and providing products and services.
3. Obey all laws and rules, never yield to anti-social groups or organizations that are a menace to society.
4. Fully disclose accurate and fair information to the public and build a proper relationship with society
5. Achieve long and stable growth through fair, clear, and free competition.
6. Make positive social contributions as a corporate citizen.

2 Stakeholders

This section describes our philosophy regarding individual stakeholders.



3 CSR Management System

Strengthening Corporate Governance

In ensuring that our corporate activities are carried out in a fair and efficient manner, we hope to retain the faith of our shareholders, customers, business partners, and the local community. For this reason, we have moved forward with a variety of measures that focus on strengthening compliance. Activities that are currently being carried out are as follows:

- **The term for board members is set at one year so as to ensure that the responsibility of the management is clear and provide flexibility to meet changes in the business environment.**
- **The auditing system consists of five auditors*, three of which are from outside of the corporation to strengthen auditing functions.**

* The November 30, 2005 resignation of one auditor leaves four auditors (including three external) from December 2005.

- **In addition to the internal auditing section, audit sections for our related companies are established. In conjunction with auditing, audits are executed from three perspectives; compliance with the law, internal control, and economic efficiency.**

We will continue in our efforts for further improvement in order to achieve significant results in corporate governance.

Strengthening Compliance (Business Ethics)

We believe that a strong business ethic, compliance with the rules and laws, and acting in a fair and conscience manner is a basic aspect in order to retain the trust and appeal of all, and carry out our corporate business activities while further contributing to the global society. The “Suzuki Business Code of Ethics” was established in April 2002 for this reason. “Rules of Conduct” are clearly defined in the code and it establishes the “Corporate Ethics Committee” as a system to promote overall corporate ethics. It also establishes the “Corporate Ethics Promotion Section” to promote corporate ethics in each division.

Corporate Ethics System Organization



Rules of Conduct

- All Suzuki board members and employees shall recognize the social responsibilities of the company, and carry out business management in good faith.
- All Suzuki board members and employees shall obey all related laws, guidelines, and other fair rules while carrying out business activities.
- All Suzuki board members and employees shall respect all aspects of human rights, and never discriminate against race, religion, gender, social status, etc.
- All Suzuki board members and employees shall always make a distinction between company business and personal affairs and never use the company's possessions and business position for personal gain.
- All Suzuki board members and employees shall keep all corporate information confidential, with the exception of that information that is open to public inspection. And also pay close attention to the use of customer information.
- All Suzuki board members and employees shall never yield to anti-social groups, organizations, etc., and never yield to or have links with them.
- All Suzuki board members and employees shall recognize that they are members of the corporation even during activities outside of working hours, shall not obstruct the affairs of the company by violating the law, rules, etc.
- All Suzuki board members and employees shall recognize the potential crises that impropriety, fraud, disasters, etc., can cause to the corporation and local community, and act with caution. And if a crisis should occur, take prompt action, follow the rules, regulations, procedures, manuals, etc., in order to prevent expansion of damage.

● Employee Consultation Service

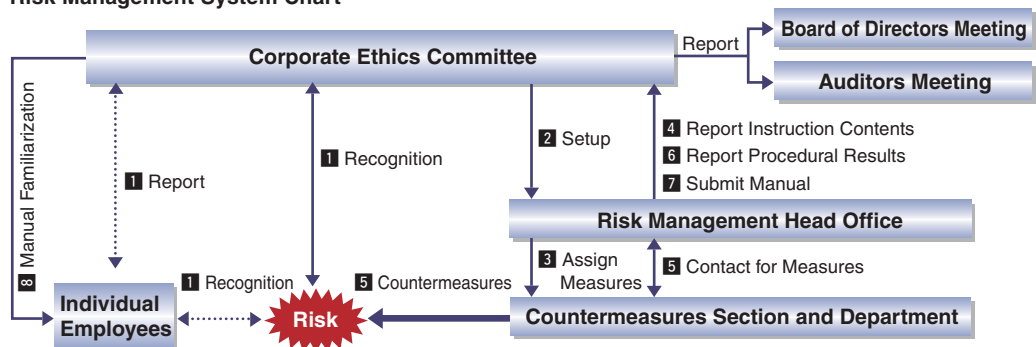
Illegality in business activities had been reported to the Suzuki Corporate Ethics Committee based upon the Suzuki Corporate Ethics Code, however, establishing the "Employee Consultation Service" on June 30, 2005 has provided our employees with an easier and more familiar system. In addition to focusing on illegality and possible illegality, the system covers a wide range of matters that include questions regarding individual business matters, problems that require improvement, etc. This system allows us to address illegality, injustice, and unreasonableness in Suzuki activities and aims to achieve sustainable company development through the creation of a more comfortable workplace for our employees and establish ourselves as a trustworthy company. The Employee Consultation Service handles matters based upon the Suzuki Corporate Ethics Code but they may directly consult with outside lawyers other than the in-house coordinator in order to see fair play.

Risk Management System

Risk management procedures are laid down within the “Suzuki Corporate Ethics Code” as a countermeasure to crises that may occur from illegalities and injustices inside/outside the company, or natural disasters or terrorism, which are impossible to prevent.

When the Corporate Ethics Committee finds risks that may cause urgent and serious damages to the corporate management and business operations, the committee immediately sets up a “Risk Management Headquarters” in line with the “Risk Management System” in order to deal with the crisis. This organization swiftly decides on the policies and measures to be taken against the occurred risk and gives instructions to the appropriate divisions and departments who are then able to communicate with each other to resolve the problem.

Risk Management System Chart



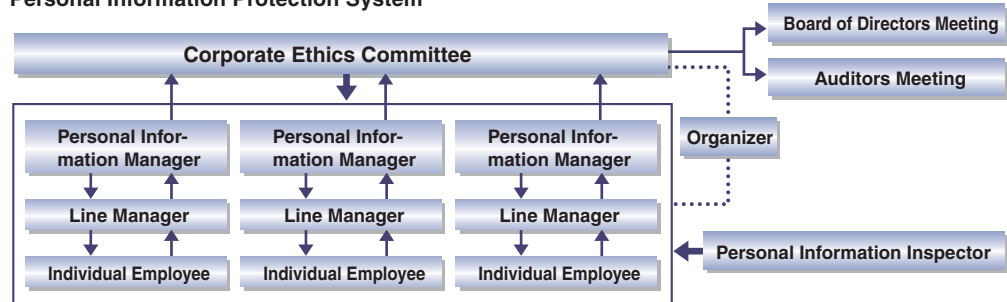
Protecting Personal Information

The “Law for Protecting Personal Information” was enacted in April 2005. We fully recognize that personal information (information regarding our customers, business partners, shareholders, employees, etc.) is a valued asset that we receive from individuals, and it is our obligation under the law and our accountability to society, to handle this information properly and with care. In response to this, we established the “Suzuki Personal Information Protection Code” in April 2005, which sets the basic rules governing the proper handling of personal information.

To familiarize our employees with this code, the “Manual for Handling Personal Information” (a handling book is included) was established for use in employee seminars and individual divisions. In addition we provide points to keep in mind when handling personal information through our in-house homepage, and the organizing office provides a reference service to respond to more detailed questions from individual sections. All employees come to fully understand the proper way to handle personal information through these activities.

Our sales distributors receive guidance along with the rules, manuals, and the “Manual for Handling Personal Information” for all employees, and are provided with reference services, etc., through the related sections in regard to detailed questions from individual companies. We also offer occasional employee seminars, etc., to familiarize everyone in regard to the protection of personal information. In the future, the Suzuki Group will continue to reexamine the system and make improvements.

Personal Information Protection System



Further details on the handling of personal information can be found at the following website: (<http://www.suzuki.co.jp>)



Economic Responsibility

[Promoting a Robust Business]

Under our basic corporate policy for fiscal 2005—summed up by the slogan “In order to survive, let us stop acting in a self-styled manner and get back to basics”—our goal is to maintain sustainable improvement and efficient management. This section introduces our business conditions, environmental accounting, etc.

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Financial Statistics for the Period Ending in March 2005

Suzuki's Five Year Medium-Term Plan

1 Financial Statistics for the Period Ending in March 2005

The Suzuki group experienced record high sales in the fiscal year ending in March 2005 due to strong domestic sales, increased production in foreign affiliates, etc.

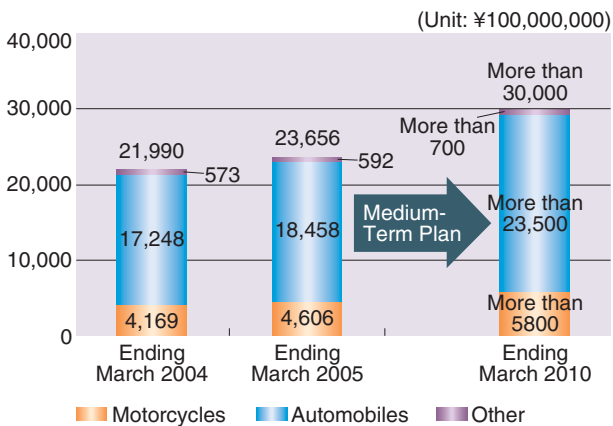
In regard to profits, increases in exchange losses, depreciation expenses, research and development, etc., were absorbed by reductions in price costs and increased sales thus enabling the corporation to achieve more than ¥100,000,000,000 in business and current profits.

2 Suzuki's Five Year Medium-Term Plan

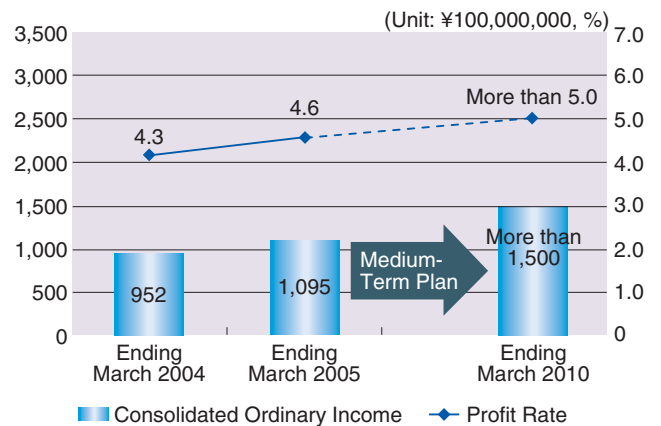
To promote growth of the Suzuki group, a five year medium-term plan (April 2005 through March 2010) was implemented, with an investment of ¥1,000,000,000,000 over 5 years with the aim of achieving ¥3,000,000,000,000 in net sales in as short a time as possible.

Every member of the Suzuki group is focused on achieving this goal in as quickly as possible.

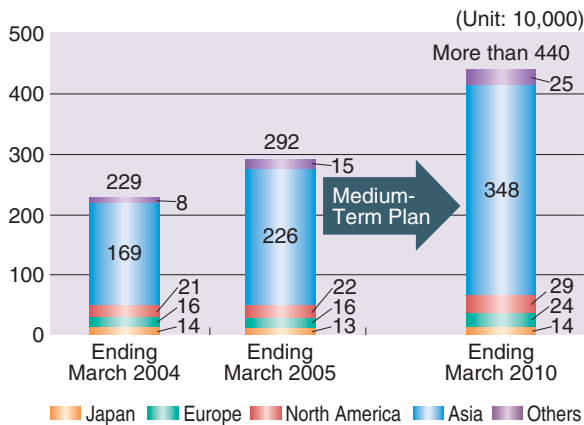
Trends in Consolidated Net Sales



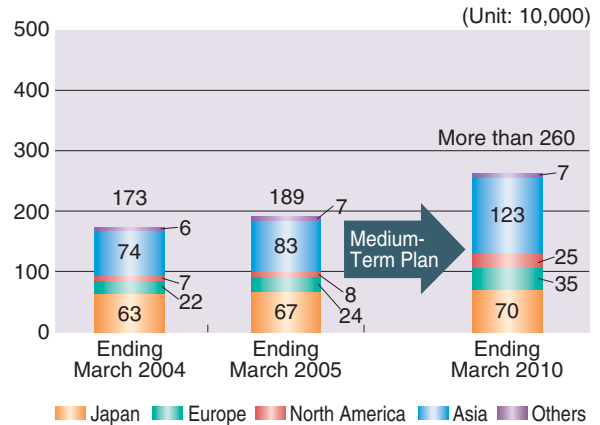
Trends in Consolidated Ordinary Income and Profit Rate



Trends in Motorcycle Sales



Trends in Automobile Sales



Financial Statistics, Details of Five Year Medium-Term Plan

Environmental Accounting

Financial Statistics for the Period Ending March 2005

Consolidated Balance Sheet

(Unit: ¥100,000,000)

		Fiscal 2005	Fiscal 2004	Gains			Fiscal 2005	Fiscal 2004	Gains
Assets	Current Assets	9,999	9,023	+976	Liabilities	Current Liabilities	7,438	6,864	+574
						Fixed Liabilities	1,322	1,377	Δ55
			Total				8,761	8,241	+520
					Minority Interests		723	612	+111
Fixed Assets	6,935	6,754	+181	Shareholder's Equity	Capital	1,202	1,202	—	
					Other	6,248	5,721	+527	
					Total	7,450	6,923	+527	
Total Assets		16,934	15,777	+1,157	Total		16,934	15,777	+1,157

Consolidated Income and Expenditures (Unit: ¥100,000,000)

	Fiscal 2005	Fiscal 2004	Gains
Sales	23,656	21,990	+1,666
Sales Costs	17,346	16,100	+1,246
Sales Expenses & Administrative Expenses	5,234	4,938	+296
Operating Income	1,075	951	+124
Other Income	217	231	Δ14
Other Expenses	197	230	Δ33
Ordinary Income	1,095	952	+143
Extraordinary Gains	18	23	Δ5
Extraordinary Loss	43	187	Δ144
Income Before Taxes, etc.	1,071	789	+282
Current Net Income	605	438	+167

Other Consolidated Financial Information

		Fiscal 2005	Fiscal 2004	Gains	
Business Investments (¥100,000,000)		1,633	1,149	+484	
(Main Subsidiaries)		(273)	(300)	(Δ27)	
Depreciation (¥100,000,000)		977	879	+98	
Research and Development (¥100,000,000)		869	758	+111	
Segment of Individual Business (¥100,000,000)	Motorcycles	Sales	4,606	4,169	+437
		Business Profits	382	336	+46
	Automobiles	Sales	18,458	17,248	+1,210
		Business Profits	601	525	+76
Other	Sales	592	573	+19	
	Business Profits	92	90	+2	
Net Assets per Share (¥)		1,398.78	1,291.28	+107.5	
Current Net income per Share (¥)		112.94	81.38	+31.56	
Ratio of Capital to Assets (%)		44.0	43.9	+0.1	
Net Profit to Net Worth (%)		8.4	6.5	+1.9	

Details of Five Year Medium-Term Plan

Basic Policy

The basic policy is to promote research and development and capital investment for future growth, and to establish a revenue base to support those investments as well as to develop human resources.

Medium Term Goals

		Fiscal 2010	Fiscal 2005
Consolidated Net Sales		More than ¥3,000,000,000,000	¥2,365,600,000,000
Consolidated Ordinary Income (Ratio of Consolidated Profits)		More than ¥150,000,000,000 (more than 5%)	¥109,500,000,000 (4.6%)
		Exchange Rate US \$ = ¥100 Euro = ¥130	Exchange Rate US \$ = ¥107 Euro = ¥136
Global Manufacturing	Motorcycles	More than 4,400,000 units	2,970,000 units
	Automobiles	More than 2,700,000 units	2,010,000 units
5 Year Accumulated Total of Investments		¥1,000,000,000,000 (Includes major subsidiaries)	

3 Environmental Accounting

Cost of Environmental Conservation

(Unit: ¥100,000,000)

		Fiscal 2001	Fiscal 2002	Fiscal 2003	Fiscal 2004		
					Investment	Expenses	Total
Business Costs : Costs incurred due to the implementation of measures that reduce environmental impact resulting from our main business activities within our business sector.	Pollution Prevention	7.3	8.5	9.4	1.4	4.7	6.1
	Environmental Conservation	8.0	6.8	8.0	0.3	6.1	6.4
	Recycling of Resources	7.3	7.5	10.7	1.7	6.0	7.7
	Total	22.6	22.8	28.1	3.5	16.8	20.3
Upstream/Downstream Costs : Cost incurred due to the implementation of environmental impact controls in the upstream or downstream along with our main business activities.		0.2	0.2	0.3	—	0.3	0.3
Managerial Costs : Management activities for environmental conservation. These are indirect costs incurred due to the implementation of measures that control environmental impact resulting from our business activities, or costs resulting from the distribution of environmental information to the public, etc.		8.9	8.2	7.1	—	7.3	7.3
Research and Development Costs : Cost of research and development activities that are related to environmental conservation.		174.5	221.2	275.9	14.6	287.6	302.3
Social Activities Costs : Costs resulting from environmental conservation in social activities that are not directly related to business activities.		2.2	2.8	4.6	—	9.1	9.1
Environmental Damage Costs : Costs incurred due to environmental damage caused by business activities.		0.3	0.3	0.3	—	0.3	0.3
Total		208.6	255.5	316.2	18.1	321.3	339.4

Effectiveness of Environmental Conservation (Unit: ¥100,000,000)

Item		Fiscal 2002	Fiscal 2003	Fiscal 2004
Economical Effect	Energy Cost Reduction	2.1	3.0	3.9
	Waste Management Cost Reduction	0.04	0.2	0.07
	Resource Cost Reduction	0.7	0.6	0.7
	Total	2.9	3.8	4.7

(Note) These are in-house environmental figures.



Social Responsibility

[Suzuki, For the Benefit of All]

Our Corporate Social Responsibility is based on “Compliance” through which we desire to establish credibility and build good relations with our customers, business partners, employees, shareholders, investors, local communities, etc. This section introduces some activities in relation to individual Suzuki stakeholders.

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1 With our Customers

Listening to the customer’s voice, and looking at things from the customer’s perspective has allowed us to develop products and provide services that have won the trust and support of our customers. We constantly strive to fulfill their expectations.

Customer Service

We have established a customer service section to respond to customer inquiries, request, etc., in regard to our products. Operating under the theme of “Quick, steady and polite response” we strive to satisfy our customers. Customers can access the service via toll free phone numbers for both cellular and line phone services.

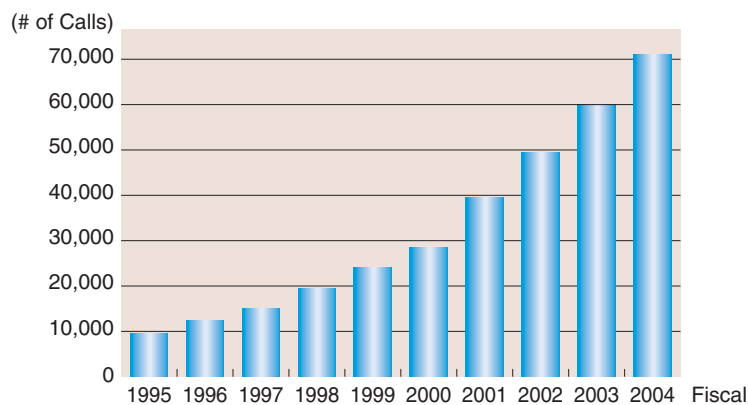
Customer inquiries have steadily increased since the section was established in 1995. Starting with approximately 10,000 calls in 1995, the number has grown to around 70,000 in 2004. We also try to maintain maximum accessibility so as not to miss any calls, and this service has been extended to weekends and holidays from May of 2005 to provide access at times outside of the normal workweek.

Inquiries and requests are sent to related sections and shared on the company’s intranet. They are used in product development, quality improvement, sales and service activities, etc.

In aiming to provide a service that is easy to use for the customer, we are moving to improve and expand customer facilities.



Trends in Access to the Customer Service Section



Customer Satisfaction (CS) Activities

Creating Comfortable Showrooms

The following section describes activities being carried out to provide our customers at our domestic automobile dealers with as comfortable a shopping experience as possible.

● Improving Employee Manners

To provide our customers with higher quality service at our showrooms we have established and distributed to all dealers the “Suzuki CS Standard [Manner Manual]”, which covers important points such as meeting the customer, greetings, telephone courtesy, and business meetings. Based on this manual, we provide in-house training to improve and unify all Suzuki group services.



● Higher Quality Showrooms

Providing quality service does not guarantee the customer a comfortable experience when visiting our showrooms. A messy and disorganized showroom can cause the customer to leave quickly.

We have established and distributed to all of our dealers the “Suzuki CS Standard [Showroom Manual]”, which describes how to create a comfortable environment for the customer and a showroom that brings the customer back again and again.

Following this manual, dealers can check their showrooms on 124 items divided into 7 categories like appearance, showroom, service facilities, etc. Using radar graphs to show the results, it is easy to compare the results with other dealerships, easily recognize their good and bad points, and make improvements.

In July 2005, Suzuki collected the results from all dealers and bases for assessment. Further checks will be made to make sure improvements have been made. By instructing those dealers who have not made adequate improvements to increase their quality we aim to improve the overall quality of all dealers and showrooms.



Suzuki CS Standard

[Management Training for Suzuki Dealers]

We support our domestic privately owned dealerships in creating close, local community-based networks. The “Management Training for Suzuki Dealers” program in particular, was created in 1979 to help train upcoming management for privately owned Suzuki dealerships. Participants of the program work at Suzuki distributor where they learn both management and maintenance sides for future dealer operations. Suzuki also assists them in gaining licenses. This contributes to high quality services, creates stronger ties between the Suzuki group and privately owned dealers, and greater reliance for their customers.



Electric Wheelchairs & Welfare Vehicles

Our line of electric wheelchairs and welfare vehicles (“With series”, “Electric wheelchairs”*) are designed to meet the purpose and needs of seniors and the disabled. We are still actively developing new vehicles that take into consideration physical positioning, applications, driving situation, etc., and contributing to society.

■ Electric Wheelchairs*¹

We have been producing electric wheelchairs since 1974 to provide seniors and disabled persons with greater mobility.

● **Types** In 2005, we introduced the Town Cart, which joins our three-model lineup consisting of Senior Car, Motor Chair, and Kind Chair.

Senior Car

Sale of the steering tiller equipped self-controlled electric “Senior Car” started in 1985 (three-wheel and four-wheel electric). This vehicle is designed to provide senior citizens with greater mobility and travels at a speed of from 2km/h to 6km/h.



Motor Chair

Sale of the standard type self-controlled electric wheelchair “Motor Chair” started in 1974. Specially designed as a self-propelled motor chair, this vehicle is controlled by means of a joystick and is propelled by the two rear wheels, which allows the vehicle to rotate 360° while remaining in the same position. Since it can be used indoors as well as outdoors it offers greater versatility.



Kind Chair

Sale of the basic type self-controlled electric wheelchair “Kind Chair” started in 2001. Its electric power units can be fitted onto a standard manual wheelchair adding 29kg to its weight. Its light weight and foldable design lets the whole wheelchair fit into a compact car.^{*2} And since the Kind Chair’s electric power units are optionally available, they make it possible to transform a manual wheelchair into an electric wheelchair by attaching the unit.^{*3}



Town Cart

Introduced in October 2005, the compact “Town Cart” is designed to provide its user with access in public facilities, housing complexes, shops, etc., in metropolitan areas. Its light and stylish design offers quick adjustment and control, comfort, and easy operation. This vehicle is designed to provide more people with greater comfort.



*1 Electric Wheelchairs (Suzuki Senior Car, Motor Chair, Kind Chair and Town Cart) are regarded as pedestrian traffic. A driver’s license is not needed.

*2 It may not fit in some compact vehicles due to type and specifications.

*3 Due to the wheelchair’s design, it may not be possible to attach the electric drive units.

● **Safety Drive Training**

Working in conjunction with local police departments, etc., the “Suzuki Electric Wheelchair Safety Drive Program” provides users who are currently using, or those who are considering the purchase of an electric wheelchair with training that helps them gain greater safety and enjoyment from the vehicle.

We try to improve the trainee’s awareness of traffic safety and accident prevention through seminars and practical training. In fiscal 2004, we carried out 105 training programs, which drew a total of 4,243 participants. We are also working to foster more Suzuki Senior Car Safety Drive Instructors.*4

*4 Suzuki Senior Car Safety Drive Instructors graduate from an instructor-training program designed by Suzuki. There are 1,883 instructors registered nationwide (as of the end of March 2005).

● **Electric Wheelchair Association Safety Activities**

The Electric Wheelchair Safety Promotion Association was established by manufacturers and dealers to promote safe and proper use of electric wheelchairs for the disabled and senior citizens.

Program workshops contribute to smoother and safer traffic flow and help putting the electric wheelchairs to practical use. As a member of the association, and as an organizer, Suzuki works with authorities and other related groups to educate the public on the safe use of these devices, and create a society in which wheelchairs can be used safely.

● **Electric Wheelchair Safety Instruction Commendation System**

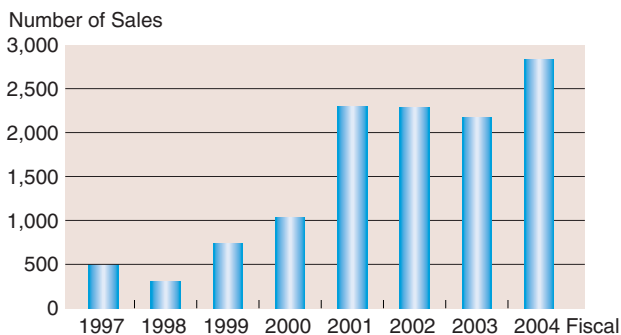
Sponsored by the Traffic Bureau of the National Police Agency, the Electric Wheelchair Safety Instruction Commendation System promotes traffic safety public education and recognizes and commends concerned parties that take an active role in the prevention of wheelchair related traffic accidents. Suzuki take an active part in this commendation system as an organizer of the Electric Wheelchair Safety Promotion Association.

■ **Welfare Vehicles (“With” Series)**

Sales of our “With” series welfare vehicles began in 1996. These vehicles are designed to provide seniors and the disabled with greater ease of entry and exit of the vehicle.

At present, seven different models and three variations, such as the “Courtesy Car”, “Lifting Seat Type”, and “Rotating Seat Type” are available. We are working to develop a lineup of vehicles that accommodate specific needs and situations.

“With” Series Sales



Wheelchair Courtesy Car

Wheelchair courtesy cars make it easy for persons requiring special care to get into and out of the rear of the vehicle while seated in the wheelchair. The vehicle’s floor is 195mm low so assistants have an easy time supporting passengers that require special care in and out of the vehicle. This vehicle can accommodate either a manual or electric wheelchair, or with the use of an optional attachment, a senior car.



Lifting Seat Type Vehicle

In lifting seat type vehicles, the passenger seat can be rotated as well as raised and lowered by remote control to aid those requiring special care. Since the seat can be brought into a position that makes it easy to get in and out of, it places less strain on those assisting. The MR Wagon and Wagon R can be fitted with the lifting passenger seat.



Rotating Seat Type Vehicle

In rotating seat type (the seat rotates and slide) vehicles the passenger seat can rotate about 90 degrees. The difference between this and the lifting seat type is that seat rotation is operated by hand. An assistant grip (handle) fitted at the bottom of the left front pillar and a footrest under the seat facilitates getting in and out of the seat when it is rotated to the side. This seat type is available in four vehicles.



Motorcycles

● Kevin Schwantz Riding Safety School

The “Kevin Schwantz Suzuki Riding Safety School” was held on the 23rd and 24th of October, 2004. Kevin Schwantz is a motorcycle road racer and 1993 World Champion and currently has a riding school with five instructors. This is the first time the school was held in Japan. 50 participants took part in the two-day course where they had a chance to receive one-on-one instruction with the world champion and his five instructors. It was an excellent opportunity for the participants to improve their riding skills and became the envy of many Suzuki riders.



● Riding the JAJA Ryuyo Proving Grounds

Riding events for purchasers of large displacement Suzuki motorcycles are organized and held 10 to 12 times a year at the Suzuki Ryuyo Proving Grounds. These events are held to provide purchasers of large-displacement Suzuki motorcycles with a chance to learn more about safe riding, high speed driving with the owner’s motorcycle, and test drive of new models. Tandem riding was added to the program after the law change in 2005 which allows tandem riding on the nation’s expressways. Many customers have participated in this program.

* JAJA stands for the JAJA-UMA CLUB, which is a Suzuki riding club organized for the enjoyment of motorcycling, touring, racing, etc.



● Suzuki Meeting Test Ride

Suzuki holds test rides of new Suzuki motorcycles for riders holding large-displacement motorcycle endorsements on their driving licenses. As anyone who meets the requirements can join these events and test ride a new Suzuki motorcycle free of charge, they are very popular. Three such events were held in 2005 and safety and compliance with the law are given top priority.



● Sunday SRF in Ryuyo Off-Road Seminar

To promote off-road motor sports, technical riding schools for beginner motorcross riders who purchased Suzuki’s competition model RM series motorcycles are held seven to ten times a year at the Ryuyo Off-Road Course. As International A-Class riders teach the courses and participants are taught one-on-one, it is a competent, technical riding school. Many Suzuki customers have taken part in this event and learned basic riding techniques. The events will be continued in the future.

● In-House Safe Driving Seminars

As a manufacturer and seller of motorcycles, we regularly hold motorcycle driving safety seminars for our employees and employees of related companies. Five seminars were already offered in 2005 for new employees who have graduated from high-school or university. Future seminars will be held to improve awareness of driving safety and basic motorcycle operation. As participants are employees of a motorcycle manufacturer, we encourage them to be role models for other riders.



2 With Our Business Partners

We feel that the highest priority must be placed on our mission statement “Develop products of superior value by focusing on the customer” when contributing to society. And in creating products of value, it is our belief that the procurement section’s role is to work in mutual cooperation with our business partners so that both parties may prosper. We select our business partners through an impartial procedure based on quality, cost, deadline delivery, and technical development capabilities. And we have an open door policy, which offers the chance of teaming up with Suzuki regardless of size or track record.

Sustainable Relationships

In creating trusting relationships with our business partners we hope to build sustainable relationships. And because we feel that mutual communication is an important part of this, we promote the sharing of ideas not only with the top management but also among middle management and project heads, etc.

Global Procurement

We are working to develop stronger global procurement activities by working with global manufacturing bases. Procurement activities in the past were mainly focused on individual bases, but we have shifted to a more global approach to obtain the most suitable parts at competitive prices. This benefits not only Suzuki, but also our business partners who benefit with volume order stability, and also give way to the accumulation of technology. By sharing these merits we can build more confident relationships.

Business Continuity Plan

In addition to earthquake-proof reinforcing of individual office buildings, we have started compilation of a business continuity plan (BCP). We also recognize our responsibility to local communities, our business partners and customers for being prepared for large-scale disasters, including earthquakes, and recommend quakeproofing measures to our partners located in areas that are likely to experience heavy damage. We are also prepared to aid our business partners in their recovery if they should fall victim to such disaster.

3 Suzuki Foundation Activities

The Suzuki Foundation

Supporting scientific and technological research through the Suzuki Foundation since 1980.

Policy

The compact car industry helped to create Japan's comfortable standard of living and has contributed to its scientific technologies. This is thanks in large part to many of the researchers and engineers who are the backbone of our industrial technologies. We feel that these researches and engineers are a vital asset and strength to our nation, which has so few resources.

For the sake of environmental conservation, we feel that the automobile industry must solve the problems associated with limited natural resources and address environmental issues in order to meet society's demands.

In pledging to work on these issues, we established a benevolent corporation (now known as the "Suzuki Foundation") through funds received from Suzuki and its affiliates in commemoration of Suzuki's 60th anniversary in 1980. Through the Suzuki Foundation we offer support to researchers and engineers for their projects and developments. With these efforts we hope to find solutions to many of these issues, help build an affluent society, and do our part in nurturing the engineers who will be the leaders of the 21st century. Suzuki Foundation activities also fulfill Suzuki's social responsibilities.

Foundation Activities

① Grants for Basic and Original Projects

The foundation offers grants for basic and original projects related to environmental and natural energy resources technologies, safety and welfare, materials and scientific technologies, which are the framework of social development. As of April 1, 2005, we have contributed to the basic development research of technologies by providing grants totaling ¥864,050,000 for 605 researchers at universities, junior colleges, and research institutes.



② Grants for Theme-Based Project Assignments

Grants also fund high-priority theme-based projects that concentrate the combined intellect of researchers in finding a solution high priority concerns such as global environmental conservation, natural energy resources conservation, etc.

Three projects have been funded to date, including "Development of an emissions classification system for mini and compact vehicles".

③ Research Grants for Projects by Foreign Researchers

Concerns such as those related to global environmental conservation, etc., should be addressed not by one country, but by numerous nations. The results of research done in Japan should be shared with researchers and engineers in other countries and vice versa. For this reason we offer grants to researchers from foreign countries.

We have funded four researchers who came from Budapest Engineering and Economics College. Some of the projects they are working on are international collaborative research development.



Vice President of the Budapest Engineering and Economics College and Suzuki's President Mr. Hiroshi Tsuda.

④ Supporting Inter Academia

Five European universities and Shizuoka University have a research exchange program related to natural science. They hold international conferences (Inter Academia) in which results from their research are utilized in their own countries. The Suzuki Foundation actively supports these activities.

⑤ Supporting Public Interest-the Motoo Kimura Evolutionary Studies Fund

It is our wish to find causes of disease so that we may all live pleasant and plentiful lives. In admiration of the efforts of Motoo Kimura who was nominated for a Nobel Prize for his research in genetic sciences, we established the “Motoo Kimura Evolutionary Studies Fund” in December 2004 through funds received from Suzuki. This fund rewards those who have made a great impact in genetic science research.

- Total number of grants (as of April 1, 2005) : 796 Projects (47 in 2004)
- Total amount of grants (as of April 1, 2005) : ¥971,130,000 (¥49,820,000 in 2004)

Suzuki Education and Culture Foundation

Commemorating the 80th anniversary of Suzuki’s founding, the Suzuki Education and Culture Foundation was established in 2000 through funds received from the Suzuki Group.

The foundation offers scholarships to high school students living in Shizuoka Prefecture or university students who are graduates of high schools in Shizuoka Prefecture who, due to economic hardship, are unable to continue their studies. We also support sports programs for children and students, and educational activities that contribute to the nurturing of healthy youths.

- Total amount of grants (as of April 1, 2005) : ¥23,820,000
- Scholarships (Fiscal 2004) : 35 Scholarships (¥9,180,000)
- Free use of facilities (gymnasiums, athletic fields, etc.) : 46 cases

Management Assistance for the Mundo de Alegria School for South Americans of Japanese Descent

The Mundo de Alegria School located in Hamamatsu city is for foreigners of Japanese descent. The school was established to support children who cannot attend school due to economic hardship or language skills so that they may experience the joys of learning and adjust to life in Japan.

The school was established in February 2003 with private donations, however it was difficult to manage the school privately. And so, we asked the local industrial community to help keep the school going. Broad support and donations allowed lowering of the tuition, which in turn allowed students who could no longer attend due to financial hardship to return to classes. We then took this opportunity to reorganize the school as an educational corporation with people from the local industrial community taking part as board members (organizer, trustee, board members). In August 2005, the school became an educational corporation and the first such school for Japanese-South American students.

We hope to nurture admirable second- and third-generation Japanese-South American youths living in Hamamatsu city.



Suzuki Opens Endowment Lectures at University

We established the Suzuki Endowment Lectures at a local university, and send lecturers to report on the current industry status. This program also endeavors to nurture human resources, organize collaborative projects, etc.

We have been lecturing at Shizuoka University (Engineering) since 2003 on engine environmental engineering in order to improve the progress of research in the field, nurture researchers, and put their findings to practical use.

- Research Theme : Projects related to environmental conservation (technologies for emission reduction, investigating alternate methods such as improving engine combustion, after treatment, etc., to reduce emissions when operating the vehicles air conditioning system).
- Lecturers : Company employees as professors and assistant professors.
- Term : 3 years from April 2003 to March 2006

We also signed an agreement with Shizuoka University on November 16, 2005, to help advance scientific technologies, academic research and the practical use of related findings, and promote the nurturing of human resources.

We also contribute with lectures that introduce current industry status, activities, etc., every year at Shizuoka Industrial University (Fujieda campus) since 2001, at Hamamatsu University since 2002, and at the newly completed Hamamatsu Gakuin University since 2005.

- Theme : Fiscal 2001 Mini Vehicle Industry
: Fiscal 2002 Suzuki's Way
: Fiscal 2003 Suzuki's Challenge
: Fiscal 2004 Pursuing Global Business
- Lecturers : Corporate board members or executives depending upon the theme
- Term : One lecture- 90 minutes, 13 to 14 times per year.

Supporting the "We Love Math and Science" Model Area Project

The "We Love Math and Science" model area project focuses on nurturing interest in math and science of local elementary and junior high school students and is mainly promoted by the Japan Science and Technology Agency which is affiliated with the Ministry of Education, Culture, Sports, Science and Technology. We play an active role in this project.

Targeting elementary and junior high school teachers in model areas, seminars are hosted by local boards of education. One such seminar was held at the Suzuki Training Center in November 2005 using a Suzuki seminar text used for employees. The participants studied engine systems, engine and auto industry cutting edge technologies, corporate concepts on the environment, fuel cells, etc., through classroom lectures and practical training in dismantling and assembly of automobile engines, among others.



Supporting the "ECO Energy School"

Shizuoka Prefecture sponsors the ECO Energy School in cooperation with Suzuki. Focusing on the prefecture's high school students, the school educates and promotes fuel cell technology. Suzuki gave lectures twice in 2005, on Suzuki's vehicle fuel cell systems and their potential.

4 With Our Employees

At Suzuki we believe that the foundation of our business activities lies in employees cooperating to manufacture products of value, and communication through which opinions are freely exchanged regardless of rank or division to keep company vitality high.

In regard to employee relationships, we strive to create systems and environments that promote development of a group that works in good faith and look to the future rather than rely past methods. In this we place emphasis on the following points.

- ① Create a safe and healthy workplace for our employees.
- ② Create a system that evaluates and supports those who want to take the initiative in advancing their careers.
- ③ Create good and stable relationships between the employer and employees.

Safety, Health and Traffic Safety Related Activities

■ Safety and Health

Safety and health management are promoted through our basic safety concept.

Basic Safety Concept

- Make safety a priority
- All accidents are preventable
- Safety is our responsibility

The number of occupational accidents has declined these last several years, however an increase in incidents was seen in fiscal 2004. To counter this, we have heightened training to raise employee safety awareness, reassess our safety operation manual, and sort out risk factors in the work place.

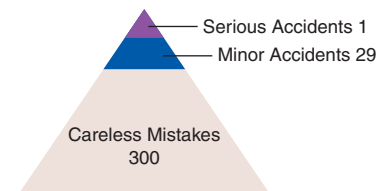
As the saying goes, "Behind every serious accident, there are 29 minor accidents, behind which there are 300 careless mistakes*1".*2 In order to prevent accidents from occurring, we need to implement activities that eliminate careless mistakes.

Since 2001, we have relied on risk assessment, which looks at case examples of careless mistakes in order to counter and improve on careless mistakes.

*1 A careless mistake is a failing in which an on-the-job error in judgment can lead to injury. This could mean something that causes the worker sudden alarm.

*2 Heinrich's Law

Heinrich's Law (1:29:300)



■ Health Management

Starting 11 years ago, we require that all employees 40 years and older have medical and dental checkups for early detection and rapid cure of illness. As a follow up to health checks, we regularly carry out health education, nutrition instruction, etc.

We also provide the following programs as measurements for stress and mental health problems, which have been on the rise in recent years.

- Provide health information on the corporate intranet for such problems as mental health, etc., so employees can perform effective self-care.
- Offer mental health education by visiting therapists to supervising managers in order to promote line care.
- To make consultations easier, we opened a mental counseling corner in our company medical clinic.

■ Traffic Safety

To encourage each and every employee to set an example in their driving that befits that of a member of an automobile and motorcycle manufacturer, we have implemented a number of programs like those described below, that are aimed at preventing traffic accidents that could occur on the job.

- Create commuting route accident maps
- Training in traffic carelessness and risk prediction
- Instruction on and strict control of traffic rules within the plants
- Traffic safety education at the jurisdictional police stations
- Individual instruction with driving simulators and proper driving checks
- Alert employees to traffic safety before long company holidays

Activities for Career Advancement

It is our belief that career advancement through self-development is a source of job satisfaction. For this reason, we offer activities that allow employees to advance depending upon their qualifications or abilities. We pursue the development of human resources by supporting those who wish to challenge and achieve higher goals.

■ Goal Challenge System

Rather than set easy goals that are soon achieved, we feel that setting high goals is an excellent way to improve one's self. Our Goal Challenge System allows employees to set and achieve high standards. Every half period, employees confer with their supervisors and set specific goals to be achieved over the course of six months, and everyone in the company works to achieve their goal. The implementation of this system has produced the following results:

- ① Specifying goals has improved motivation.
- ② Supervisors can appropriately appraise the individual's achievements and offer specific guidance and development.

We also shifted to a new personnel system in October 2005. The new system allows the development of professional human resources by letting employees grow on their own initiative and judge them on abilities, roles, and responsibility. This system parts with the seniority system putting greater faith in job responsibility.

■ Self-Actualization and In-House Staff Recruitment Systems

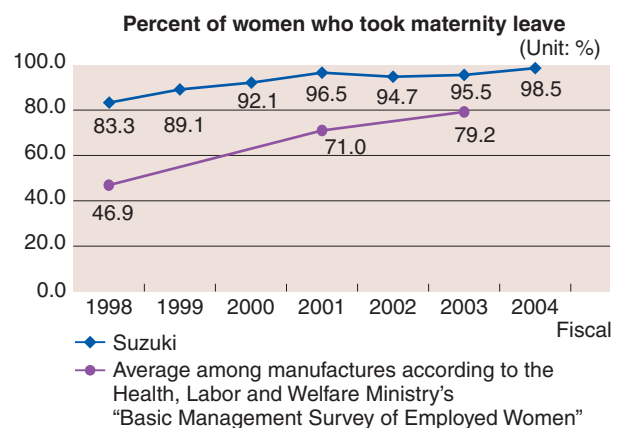
We are pursuing a standard that can be used to accurately evaluate employee performance and maximize their abilities. A self-actualization system has been implemented as a support system that lets employees fully exercise their abilities in jobs that they choose to do. It also lets employees request transfers and allows for in-house staff recruitment.

In the future, we are thinking to implement an employee-led in-house FA system that allows employees to market themselves to other sections.

■ Child-Care, Caring for an Aged Family Member, Re-employment System

We provide baby breaks and breaks for caring for an aged family member to employees regardless of gender who, due to personal reasons such as child-care, nursing care, etc., have difficulty working even though they have the will and ability to work. This system is popular with many of our employees.

Since July 12 1991 we have put a re-employment system into effect to give employed positions to those who are willing and able to work even after retirement. This system applies to those from 60 to 65 years old.



■ In-House Education System

To promote continuous development, based on the policy of our mission statement, we have installed an in-house education system to improve employee capabilities, develop talent that can adapt to environmental changes.

● Group Training (Off the Job Training (Off- JT))

Group Training, also known as “Off the Job Training” consists of seminars given in our in-house school, training center, etc. and out of company training seminars, etc. Seminars are generally given according to management hierarchy* and cover basic and common subjects.

* Management hierarchy:

Seminars that are carried out according to corporate rank such as General Manager/Assistant General Manager Seminars, Section Chief Seminars, Chief Seminars, Foreman Seminars, Section Leader Seminars, etc.

Seminars cover the knowledge, technology, and skills required of those in the target group, and attendance by all in the target group is, by a rule, mandatory.

**Number of Seminar Participants
(Overall Suzuki Group)**

Fiscal 2001	13,430
Fiscal 2002	13,932
Fiscal 2003	17,699
Fiscal 2004	14,430

● In-House Training (On the Job Training (OJT))

In-house training refers to supervisors or senior employees teaching junior employees through the course of daily work. What is taught varies from employee to employee and has a direct effect on their work. For this reason, it is considered the first step in the education process, and is regarded as the most important aspect of our in-house training system. The professional education that is required in each section within the company is mainly given through in-house training.

● Voluntary Skill Development

Self-Development

Scholarships are available to support those employees who actively work to improve the vocation abilities on their own through correspondence courses, language seminars, and gaining of official certification.

Providing our employees with support so that our employees can gain further knowledge and skills, we provide support so that they can attend seminars held by groups outside of the company.

Small Group Activities

We also promote such in-house group activities as proposed activities, quality control circles, etc., in order to create a more cheerful work environment or increase self-development.

Suzuki In-House Training System

Position	Group Training (Off-JT)		In-House Training (OJT)	Training for Individual Occupational Abilities		Voluntary Skill Development	
	Managerial Hierarchy Training			Training for Individual Occupational Abilities	Voluntary Self-Development	Small Group Activities	
Executives							
General Managers/ Assistant General Managers	General Manager/ Assistant General Manager Seminars						
Section Chiefs	Third Year Section Chief Seminars		Outside Seminars	Training for Individual Occupational Abilities	OJT		
	New Manager Seminars						
Chiefs	Third Year Chief Seminars						
Foremen	New Chief Seminars						
	New Foreman Seminars						
Employees							
Section Leaders	New Section Leader Seminars					Correspondence Courses	Language Seminars
						Seminars for Gaining License	
New Staff	Basic Orientation						Proposed Activities
	Practical Seminars (Manufacturing/Products)						QC Activities
	Introductory Seminar						

Employee Relations

Through mutual confidence, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki Employees.

Among the labor union's goals are stable employment and maintaining and improvement of work conditions. In order to meet these conditions, stable development of the company is required. When negotiating salaries, bonuses, labor hours, etc., our opinions sometimes differ, however we do share the same basic vector, which aims to stable development of the company.

Employee Communication

We arrange frequent labor-management consultations to ensure that employee ideas are reflected in all of our departments, such as research and development, design, manufacturing, sales, etc.

In addition to discussing requirements (salaries, bonuses, labor hours, etc.) we hold monthly discussions that regularly cover a wide range of issues such as business policies, production planning, business hours, welfare, safety and health, etc., and serious by exchange ideas on what Suzuki and the labor union can do to deliver quality products to the customer.

Building a Stable Relationship with the Labor Union in the Suzuki Group

Suzuki consists of 135 group companies (manufacturers, non-manufacturers, sales companies) located domestically and abroad. It is our hope that the residents, society, and customers living in the areas where they are located trust each of these companies.

We invite union officials and labor union leaders of our overseas companies to realize the importance of confident labor union relationships, the importance of communication, the need for a fair, equal and clear personnel system, etc. We also work with the labor union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work climate, which allows our 40,000 employees in 135 companies to enjoy working with a highly creative and stable labor union relationship.

Establishment of a Affiliate “Suzuki Support”

To share the joy of work with the disabled... With that thought in mind, Suzuki established its special affiliate Suzuki Support in February 2005 and fully invested by Suzuki. The company focuses on providing employment to people with mental disabilities and started operation on April 1, 2005 with six employees (18 employees as of October 1, 2005). Employees of Suzuki Support hold custodial and other similar positions and work enthusiastically in facilities at Suzuki and our affiliate companies.

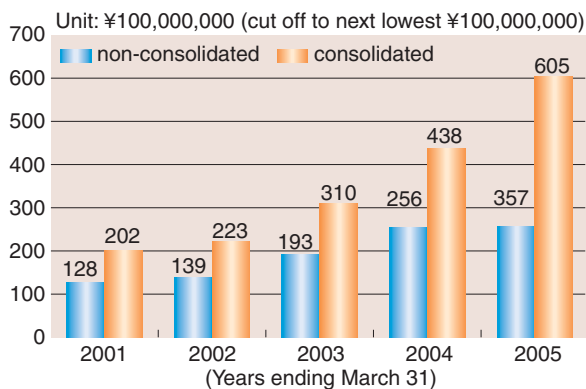
It is the hope of Suzuki Support that in respecting the character and abilities of each of its employees they can make a contribution to society and that through this effort, more people can come to understand, accept, and support our concept.

5 Our Shareholders and Investors

Improving Corporate Value

We have and always will, do our utmost to improve our corporate value to maintain the support and confidence of our shareholders. For further growth, we have established the “Suzuki Five Year Medium-Term Plan” (refer to pages 10-11 for more information on the “Suzuki Five Year Medium-Term Plan”)

Trends in Current Net Profits



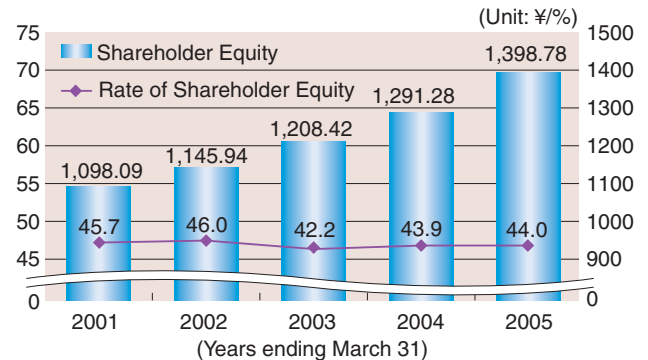
For our Shareholders and Investors

Suzuki's basic profit sharing policy is focused on maintaining a continuous and stable payout of dividends. At the same time, however, from a middle- and long-term perspective, we are always looking at how to improve our performance, how to increase the dividend payout ratio and how internal reserves can be improved as a basis for enhancing our corporate structure to allow us to expand our business operations in the future.

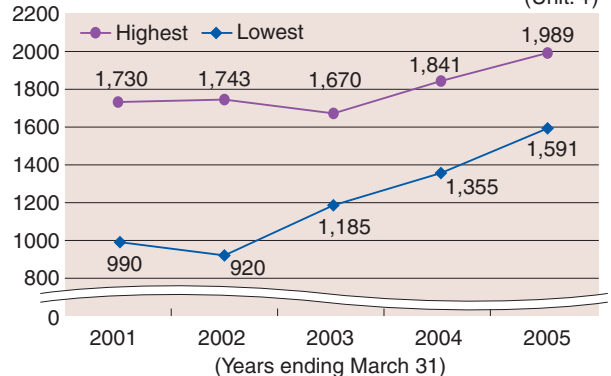
In using a portion of our profits to repurchase the Company's stock, we have improved the value per share and returned profits to our shareholders. Since August 2002, we purchased ¥15,000,000 stocks (total monetary amount: ¥23,600,000)*. We have also implemented services for shareholders such as further stock purchasing system, direct deposit of dividends in postal savings accounts, etc.

We also lowered the minimum sale unit of shares from 1000 shares to 100 shares making our stock purchasable with fewer financial resources.

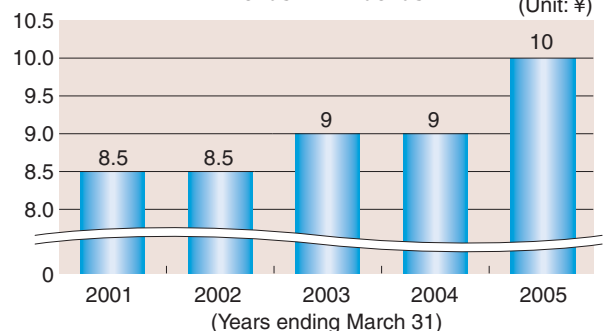
Shareholder Equity per Share/Rate per Share (Consolidated)



Trends in Stock Price



Trends in Dividends



	Number of Shares Purchased	Total Amount Purchased (cutoff to the next lowest ¥1,000,000)
August 2002 – March 2003	6,026,000	7,705,000,000
April 2003 – March 2004	330,600	500,000,000
April 2004 – March 2005	3,531,600	6,478,000,000
April 2005 – November 2005	5,111,800	8,958,000,000
Total	15,000,000	23,642,000,000

* The following issues were passed at the board of directors' meeting on December 5 2005:

- ① Selling of own shares (4,500,000 shares)
- ② Selling of own shares through third party allocation (500,000 shares) (Also passed was the establishment of a shareholder benefit system.)

Investor Relations*

We address disclosure of information to all of our shareholders and investors based on the spirit of our charter “Fully disclose accurate and fair information to the public and build a proper relationship with society”.

In particular, we provide investor relation information such as results briefings, corporate information and data, which are required in making investment decisions, through the Suzuki homepage. (<http://www.suzuki.co.jp/ir/index/html>)



- Corporate Information
- Business Report
- Financial Information
- Announcement of financial result
- Securities Reports
- Annual Reports (English Version)
- Investor Briefings

* Investor Relations provide corporate information fairly and on a timely basis, which is required in making investment decisions by shareholders and investors.

Open Shareholders Meetings

In 2002 we moved the place for shareholder meetings from our corporate headquarters conference room to the Grand Hotel Hamamatsu, which can accommodate a larger audience so that more shareholders can attend. We also started utilization of a large projection screen so that all attending shareholders can understand the presentation more easily. We will continue searching for ways to improve upon our open meetings.



6 With Local Communities

Cleanup Activities

Improving Goodwill and Manners

In September 2004 we registered to care for the Takatsuka underground passage under the “Hamamatsu-city Road and River Foster Care System”^{**} to improve employee manners and volunteer participation, and increase awareness and interest in caring for the environment. We clean the underground passage and the road in its vicinity once a month. Cleaning activities we carried out 12 times between September 2004 and the end of August 2005 and a total of 1340 employees took part. We collected burnable and unburnable garbage, discarded bicycles, etc., filling 12 light trucks. The number of participants increases every time the activity is held. We are planning to expand the field of activities to an area such as tree planting, etc.,

^{*} Groups who want to be part of the road and river foster care system select an area and their services, such as road cleanup, etc., report to the mayor's office.



Cleanup Projects

Four times a year, we participate as the Suzuki group in cleanup projects carried out by Hamamatsu-city.

At the “Welcome Clean Project” in May 2004, we cleaned the beach area used for the Hamamatsu Kite Festival in preparation for the sea turtle spawning season. Although it rained the day of the cleanup, 35 people from the Suzuki group, including employees family members took part. Participants wore raincoats and picked up garbage such as cans, cigarette butts, etc. The cleanup event in November drew 32 participants who cleaned the Hamamatsu downtown area.



Forest Conservation Activities

- A long-term volunteer activity is planned at the Suigen no Mori national forest in Inasa-cho Hamamatsu-city. Twenty-one employees from Suzuki and affiliate companies went to cut grass in the forest on October 29 2005. We are also planning to lease 1-hectre of land from the national government for re-forestation in 2006.
- Supporting the forest development project at Shimokawa-cho in Hokkaido, we are contributing ¥1,500,000 over the course of three years starting in 2005. According to Shimokawa-cho calculations, the ¥500,000 contributed in 2005 resulted in 175-tons worth of CO₂ absorption per year.



We also own 432-hectares of forestland at the Shimokawa Test Course which was built at Shimokawa-cho in 1997 and are working toward developing a sustainable forest.

As a corporate citizen, we promote forest conservation activities such as those described above, and we contribute to the sustainable development of the environment and society.



Supporting Disaster Struck Areas

■ Disaster Area Support in Niigata Chuetsu Earthquake

Soon after the Niigata Chuetsu Earthquake struck on October 23 2004, we confirmed the situation in the disaster area and of our related companies in the area and commenced support activities.

To be more specific, we made a contribution of ¥30,000,000, which included employee contributions, to the Japanese Red Cross Society for disaster relief. In supporting our customers, we provided vehicles free of charge and dispatched 193 Suzuki group employees from the Hamamatsu main office and other area to strengthen the service system in dealers located in the disaster area, and deliver donations, blankets, food, etc.

■ Disaster Area Support in the Indonesia Sumatra Offshore Earthquake

Following the Sumatra Offshore Earthquake on December 26 2004, Suzuki, Maruti Udyog Ltd. (India), P.T. Indo Mobile Suzuki International (Indonesia), and Thai Suzuki Motor Ltd. (Thailand) contributed ¥40,000,000 for disaster relief, and employees in India donated an amount equivalent to one day's worth of their salary.

Disaster Area Support for Hurricane “Katrina”, and for the Pakistan Earthquake

Following Hurricane Katrina, Suzuki and its overseas affiliate American Suzuki Motor Corp. (U.S.A.) donated ATVs (multi-purpose four-wheel buggies), outboard motors, and monetary donations.

Following the large-scale earthquake in North Pakistan on October 8 2005, Suzuki and its overseas affiliate Pak Suzuki Motor Co., Ltd. and Suzuki Motorcycles Pakistan Ltd. (both located in Pakistan) contributed motorcycles, automobiles, and monetary donations.

Promoting Sports

■ Suzuki Track Club Members Participate as Instructors in High-Pro-Seed Athletic Seminar

Members of Suzuki's track club instructed participants of the fourth annual Shizuoka High-Pro-Seed Athletic Seminar in basic techniques, differences in approaches, etc., in short track, hurdles, and long jump events. The four-day event hosted 50 junior high-school students from around the prefecture for the purpose of promoting interest in sports and improving the abilities of its participants.

Suzuki track club members who participated in the seminar have participated in Olympic or World Championships in field events. Our long distance athletes are planning to participate in future seminars. Utilizing this experience when they get into high school track and field programs, the students will obtain significant results.



■ Suzuki World Cup Aerobics World Championships

Suzuki has been supporting the Suzuki World Cup Aerobics World Championships since its start in 1990, and the Suzuki Japan Cup Aerobics Japan Championships since its fifth event in 1988. During this time, aerobics have become very popular not only as a competitive sport that is easy to participate in, but also as a sport that can be enjoyed for a lifetime, regardless of age. Through these efforts we hope that aerobics gains in popularity as a healthy public sport.



Activities at Individual Plants, Research Facilities, etc.

Various activities are carried out at our plants and facilities to gain the admiration and respect of local communities.

■ Activities at the Takatsuka Plant

Voluntary Cleanup in the Vicinity of the Plant

In coming up with ideas for projects we could do for the residents in the community, employees working at the Takatsuka plant (plant manager and the environmental working group) chose to clean up garbage around the plant on June 3, 2005.

Hearing many of the area's residents say "Thank you" brought a feeling of satisfaction to the group. In the future we are planning to clean every other month for the neighborhood.



■ Activities at the Toyokawa Plant

Voluntary Cleanup in the Vicinity of the Plant

Cleaning in the vicinity of the plant took place approximately four times in the summer. All managers and team members from each section participated in the cleanup, groups are given an area for which they are responsible and they clean the outside perimeter of the plant for about an hour.

Traffic Safety Instruction

Traffic safety instruction on public streets is offered about twice a month and is attended by managerial staff and traffic team members. The areas selected are intersections close to our plant, which are often used by employees when commuting to work. We also offer instruction at intersections identified by community residents as being prone to frequent traffic accidents. Safety checks include seat belt usage, speed, and complying with driving rules and the safety officer directly points out inadequacies.

Lending of Athletic Grounds to Community Residents

We lend our athletic grounds to area groups such as the youth soccer teams.

We also let the community use our employee parking lot during their community sports day, etc., which takes place on the weekend, so that more people can participate. The facility is equipped with lighting so the number of groups wishing to use the facility is increasing not only on weekends but weekday evenings as well.

■ Activities at the Kosai Plant

Voluntary Cleanup in the Vicinity of the Plant

One of our environmental conservation activities was a cleanup on May 20, 2005. About 60 participants from managerial positions, to members of the sanitation team, to people from outside of the company joined in cleaning outside the perimeter of the plant. Such activities are carried out about three times a year.

Autumn Fair at the Plant

To build a closer relationship with our employees, their families, and local residents, we held an Autumn Fair on September 17, 2005. Although 13 years have passed since the last autumn fair was held, about 5,000 people attended and enjoyed the festival. Attractions included traditional Japanese dancing performed by local residents and a concert by junior high school students, etc.

Other events at the fair included an eco tour, some booths, character shows, throwing rice cakes from the stage, etc.

Kosai Plant Tour for Local Residents

We hold a plant tour for local residents to increase their understanding of our business and increase mutual communication.



■ Activities at the Iwata Plant

Voluntary Cleanup in the Vicinity of the Plant

We participated in a local neighborhood cleanup event held by the community and worked along with the residents cleaning the neighborhood.

As part of our cleaning activities, numerous employees participate in cleaning the roadways around the plant. This activity is carried out on a regular basis.

Autumn Fair at the Plant

To build a closer relationship with our employees, their families, and local residents we hold an Autumn Fair every year at the plant.

The fair is a pleasurable event that gives us a chance to work with the local community. In addition to public entertainment, booths are set up by employees, drawings held, and together with the local residents pulling of a traditional Japanese float, musical entertainment provided by junior high school students, and more.

Exchanges with the Neighborhood Community Association

We invite members of neighborhood communities and volunteers to tour the plant in order to build closer ties with the community. We provide information on environmental activities and freely exchange opinions to build friendly relationships in the spirit of prosperous coexistence.



■ Activities at the Osuka Plant

Voluntary Cleanup in the Vicinity of the Plant

The Osuka Plant celebrated its 35th anniversary since starting operation in 1970 as a die-cast plant for motorcycle and automobile parts. Osuka-cho, where the plant is located, and Daito-cho merged with Kakegawa-city in April 2005 to establish New Kakegawa-city.

We have promoted public relations activities with local residents, and plant tours for children. On the occasion of the establishment of the new city, we decided to regularly clean around the plant to improve relations with the local residents.

About ten employees volunteered to carry out the first cleaning after work on April 26, 2005. The garbage they collected was enough to fill a light truck. The volunteers were surprised at the amount of garbage collected but felt good when looking back on the road they cleaned.



■ Activities at the Sagara Plant

Voluntary Cleanup in the Vicinity of the Plant

As one of our environmental conservation activities, our environmental working group cleans up around the plant. Three such activities were planned in fiscal 2005 and held in June and November spending about an hour and a half each time.

Information Exchange with the Local Community

In February of each year we hold an information exchange with the local community, providing information on our business, environmental activities, etc. The fiscal 2005 meeting held on February 10 drew 18 attendees mostly heads of the town's wards, town councilors, Sagara-cho directors, etc. (Sagara-cho merged with Haibara-cho in October 2005 becoming Makinohara-city).



Fishing Tournament at the Sagara Plant Reservoir

A fishing tournament was held at our regulating reservoir in the Sagara Plant on November 7, 2004. This event is held every year for the local residents. This year there were approximately 20 participants, who quickly caught large carp and other fish.



■ Activities at the Yokohama R&D Center

In a program aimed at elementary, junior high school students, we send engineers from the Suzuki Yokohama R&D Center for lectures like the “Dr. Tsuzuki Club Lecture” by the Yokohama Tsuzuki Ward promotion section, and the “Dispatch Researches and Engineers to Schools” program done by the Kanagawa Prefectural Science and Technologies promotion section.

In fiscal 2004 we presented a lecture titled “Robot” to about 270 students in four schools. Utilizing a personal computer, projector, etc., we gave a presentation with easy to understand text, charts, illustrations, graphs, pictures, movies, real robot samples, books, etc.

There were a few difficult points in the lecture but the students were fascinated while handling the robots like the athletic robot that walks on six legs with a Chebyshev link system, a line tracing robot that follows a line with its infrared sensor, a small robot that is smaller than a 2cm dice and a small master/slave type robot, all of which were moving in front of them.

During the question and answer session after the lecture, the students asked questions and told us of their dreams and wishes in regard to robots. We sometimes receive thank you notes and reports from the students and their teachers. The opinions and impressions we receive from those we come in contact with through such activities are a source of inspiration and encouragement for the next lecture.



Actual robots we take to the lectures.



■ Activities at the Ryuyo Proving Grounds

Opening the Ryuyo Proving Grounds Up to Public Sports Competitions.

In reply to requests by local sports groups and school representatives, we opened Ryuyo Proving Grounds to public sports competitions.

The Ryuyo Proving Grounds is open to all from adults to elementary and junior high school students. Recently the “Sunrise Iwata In Ryuyo” (triathlon), the “Friendly Duathlon in Ryuyo”, the “Shizuoka Prefecture Seibu Junior High School Marathon Relay Race”, and more have become regular events. In this way we support local sports organizations and help to nurture healthy young people.



7 Activities in Overseas Manufacturing Companies

Supporting the Development of Human Resources in Overseas Manufacturing Companies

Suzuki participates in the Association for Overseas Technical Scholarship (AOTS) program and directly accepts trainees from overseas manufacturing companies providing practical on-the-job training in individual sections of the company (277 trainees in fiscal 2004).

Effective training in practical techniques and skills for overseas companies that support the manufacturing sector contribute to developing industries in developing countries and promotes mutual understanding and friendship between each other's countries.



Companies Accepted for the Overseas Trainees Program (Fiscal 2004)

Country		Name of Company
North America	U.S.A.	SUZUKI MANUFACTURING OF AMERICA CORPORATION
South America	Columbia	SUZUKI MOTOR DE COLOMBIA S.A.
Europe	Spain	SANTANA-MOTOR, S.A. SUZUKI MOTOR ESPANA, S.A.
	Hungary	MAGYAR SUZUKI CORPORATION
Asia	Taiwan	PRINCE MOTORS CO., LTD.
		TAI LING MOTOR CO., LTD.
	China	CHONGQING CHANGAN SUZUKI AUTOMOBILE CO.,LTD.
		JIANGXI CHANGHE SUZUKI AUTOMOBILE CO., LTD.
		JINAN QINGQI SUZUKI MOTORCYCLE CO., LTD.
		SUZUKI MOTOR R&D CHINA CO., LTD.
	Phillipines	SUZUKI PHILIPPINES INC.
	Thailand	THAI SUZUKI MOTOR CO., LTD.
		SUZUKI MOTOR R&D ASIA CO., LTD.
	Indonesia	P.T. INDOMOBIL SUZUKI INTERNATIONAL
Malasia	SUZUKI ASSEMBLERS MALAYSIA SDN. BHD.	
India	MARUTI UDYOG LIMITED	
	SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED	
	SUZUKI POWERTRAIN INDIA LIMITED	
Pakistan	PAK SUZUKI MOTOR CO., LTD.	
	SUZUKI MOTORCYCLES PAKISTAN LTD.	

Environmental Responsibility

[For a Lasting Global Environment]

The Suzuki Global Environment Chapter was established in March 2002 to preserve corporate existence and promote a sustainable society. This section introduces our environmentally related activities.

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Environmentally Friendly Business Management

As a corporate citizen, environmentally friendly activities are one of the most important business activities we perform. All of our companies carry out activities that consider the environment. This section introduces some of those activities.

1 Continuously Improve Upon Our Environmental Management System

Suzuki Global Environment Charter

The Suzuki Global Environment Charter was established in March 2002 as our standard concept for environmental activities. Our environmental activities systematically advance under the concepts laid out in this charter.

● Environmental Concepts

In order to pass on to the next generation a clean environment and bountiful society, we must all realize that the actions of each and every one of us have a great effect on our earth's future, therefore we must make every effort to preserve our environment.

● Environmental Policy Standards

As greater priority is being given to global environmental conservation within our management, we have determined that the following environmental policies aimed at a sustainable society, have the greatest potential for allowing our society to develop further and to advance environmental conservation in regard to our business activities and our products.

- 1 Maintain and improve upon our environmental management system.
- 2 Strictly observe environmental laws and follow our own standards.
- 3 Reduce the pressure placed on the environment resulting from business activities and products.
- 4 Promote environmental communication.

● Environmental Action Guidelines

Understanding that all business related activities as well as the products we produce have an impact on our local community and on the global environment, we put forth the following action guidelines that place an emphasis on the environment.

Environmentally Friendly Business Management

- 1 Continuously improve upon our environmental management system.
- 2 Promote environmental organization activities.
- 3 Maintain an emergency system.

Environmentally Friendly Products Development

- 1 Improve fuel economy.
- 2 Reduce exhaust emissions.
- 3 Develop automobiles that use clean energy.
- 4 Promote the three Rs (Reduce, Reuse, and Recycle).
- 5 Manage/reduce those materials that place a burden on the environment.
- 6 Reduce noise.
- 7 Develop intelligent transportation systems (ITS).

Environmentally Friendly Manufacturing

- 1 Consider the environment at all of our corporate sites.
- 2 Prevent pollution.
- 3 Promote energy reduction and the use of alternative energy.
- 4 Manage/reduce those materials that put stress on the environment.
- 5 Promote the three Rs (Reduce, Reuse, and Recycle).
- 6 Promote "Green" procurement.

Environmentally Friendly Distribution

- 1 Use efficient transportation and logistics, and reduce energy consumption.
- 2 Promote the three Rs (Reduce, Reuse, and Recycle).
- 3 Promote the use of low emission transport.

Environmentally Friendly Marketing

- 1 Promote environmental management among our distributors.
- 2 Promote suitable management of used products.
- 3 Promote the three Rs (Reduce, Reuse, and Recycle).

Environmentally Friendly Offices

- 1 Promote energy reduction.
- 2 Promote purchase and use of "Green" products.
- 3 Promote the three Rs (Reduce, Reuse, and Recycle).

Environmental Education and Information Disclosure

- 1 Provide our employees with environmental education to increase their awareness.
- 2 Promote social contribution activities.
- 3 Disseminate information regarding the environment.

● Environmental Action Plans

The "Suzuki's Environmental Conservation Activity Plan" clearly defines goals to be achieved in the future. Progress on the attainment of these goals and reassessment of these plans will be carried out on a regular basis.

Suzuki's Environmental Conservation Activity Plan

Suzuki's environmental conservation activity plan lays down concrete mid- and long-term environmental goals and promotes cooperation among our group-affiliated companies in realizing these goals.

The "Suzuki Environmental Conservation Activity Plan" was first established in 1993 and later, revised in 1996.

The next phase calls for standardization and systemizing of the items in the Suzuki Global Environment charter after which we will again reevaluate and revise around 2010.

■ Obtaining ISO14001 Certification

ISO14001 is an international standard certification for environmental management systems. Through certification, we can obtain tools that allow us to assess the effectiveness of the environmental management system, and further our efforts in environmental conservation activities.

Starting with our Kosai plant, which gained certification in July 1998, all of our domestic plants have gained certification by March 2003. At present, seven out of 9 consolidated subsidiaries have already gained certification and two are making preparations to gain certification. In our non-manufacturing consolidated subsidiaries, Suzuki Transportation & Packing Co., Ltd. gained certification in November 2004.

In our overseas companies, Magyar Suzuki Corporation gained certification in April 1998, since then three other manufacturing consolidated subsidiaries and six related companies have gained certification. The remaining companies are preparing to gain certification, three of which are scheduled to gain certification in fiscal 2005.

☞ Refer to page 2 in the “Reference Information & Data” section for more information on ISO14001 certification.

■ Environmental Inspection

Timed with gaining ISO14001 certification, our environmental management system undergoes assessment. We also carry out voluntary in-house inspections and environmental patrols to ensure that these systems are appropriately implemented.

Inspections Carried Out by Independent Inspectors

We contract independent inspectors to examine documents and carry out on site inspections in regard to the validity and adequacy of our environmental management system, and determine whether or not measures are being properly carried out.

In fiscal 2004, a renewal inspection was carried out in one plant while 5 other plants received regular inspections. There were no infringements of ISO14001 environmental regulations found. A total of 24 matters are under observation* within all of our plants, and steps are being taken to improve upon these issues.

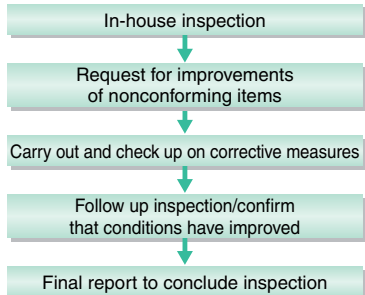
* Matters under observation are not issues requiring immediate correction but will require continued improvement in the future.

In-house Inspections

We carry out two types of in-house inspections; environmental management system inspections (an overall inspection) and preventive inspections (limited local inspections).

We select inspectors that have no direct association with the section being inspected, and they examine whether environmental management is being properly carried out or not.

How in house inspections lead to improvement



Environmental Management System Inspections (Overall Inspection)

Document inspection and on site checks are used to determine whether environmental management is being properly carried out or not. In fiscal 2004, these inspections resulted in 53 matters pointed out, and 58 suggestions noted. Improvements have already been made on each of them.

Preventive Inspections (Limited Local Inspections)

Thorough on-site observations and inspections are carried out in areas that possess a potential for accidents such as drainage disposal facilities, chemical use/storage, and waste disposal facilities. In fiscal 2004, these inspections resulted in 31 matters pointed out and improvements have already been made on each of them.

Environmental Patrol (limited local inspections)

Areas that possess a potential for accidents undergo regular inspection by the plant manager to prevent environmental accidents.

Corporate Environment Directors Meeting

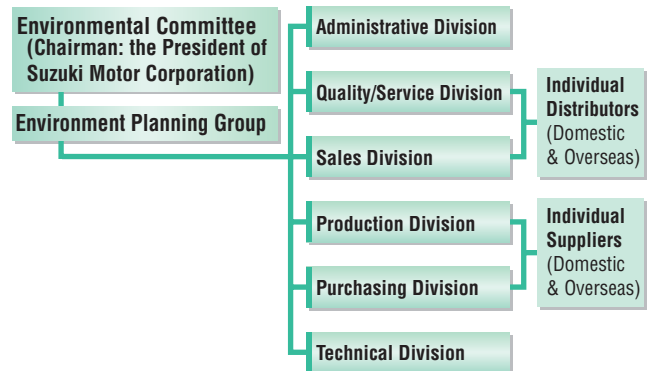
The corporate environmental committee holds its bimonthly meeting at different plants on a rotational basis. After inspecting the site, topics such as improvements to issues concerning environmental conservation plans, issues that are related to all plants, and other such matters are discussed at these meetings. The findings from these meetings are put into effect in all plants.

In regard to our manufacturing consolidated subsidiaries, the corporate environmental committee also holds bimonthly meetings to improve environmental management as the Suzuki group.

2 Promoting Environmental Organization Activities

Environmental Organization

The “Environmental Committee” was established in April 2001 to replace the “Environmental Affairs Council” which was established in August 1989. The Environmental Committee is responsible for examining social requirements, legal responses, etc., in regard to the environment, and determining the direction of important issues. In addition to this, the Environmental Planning Group was established to promote environmental measures across all companies. They establish environmental policy and supervise progress being made on target measures.



3 Emergency Services

Emergency Training

We look for locations and operations that have the potential of causing an environmental accident or emergency and hold emergency drills with employees and other related suppliers.

A total of 126 drills (including 38 simulated nighttime drills) were held at all of our domestic plants in fiscal 2004. 38 drills were held at our overseas plants.

Emergency Incidents, etc.

One environment-related incident and nine complaints from local residents were recorded in fiscal 2004.

The environment-related incident occurred in a dormitory at the Kosai plant. Heavy oil used for boiler fuel leaked from a pipe, mixed into the wastewater then drained into a stream. We reassessed the discharge system and made improvements to the system to prevent like incidents from occurring in the future, and in the event a leak does occur, it is retained within the plant. We also made inspections and took appropriate measure to prevent similar occurrences from happening at other plants.

Six complaints (five relating to odor and one relating to

noise) were reported at the Iwata plant. Three complaints (two relating to noise, one relating to packing material blown about) were reported at the Toyokawa plant. Some incidents were quickly resolved by putting a general prohibition on nighttime construction, turning down the volume of the plant’s chime and announcement system, etc. In regard to noise at the Iwata plant, we are planning to install a silencer on the air-conditioning system located close to the plant boundary.

Environment Related Product Recalls

There were two environment-related recalls* in fiscal 2004.

In one case, the fuel pressure regulator on Escudo was the source of fuel leaks. Improper attachment of the negative-pressure hose allowed water that condenses inside of the intake manifold while driving to leak into the pressure regulator. If the water freezes, the pressure regulator ceases to operate, and in the worst cases, causes fuel to leak from the connection between the fuel hose and fuel pipe. The other case was on an earlier 4-wheel drive Swift model (manual transmission). Inadequate clearance between the transmission case and transfer case can,

depending upon the assembly, cause interference, which in turn results in a broken differential bearing. Continued use in this condition a piece of broken bearing could damage the oil seal resulting in a oil leak.

Customers were contacted through our dealers and these components were replaced at no charge to the customer.

* Since both cases were reported at overseas dealers, recalls were carried out. There were no reports of the same defects domestically.

Environmental Goals and Results

		Fiscal 2004		Fiscal 2005	
		Goal	Results	Goals	
Environmentally Friendly Business Management	Promoting an Environmentally Friendly Business Management System		—	—	Three overseas manufacturing consolidated subsidiaries are scheduled to gain ISO14001 certification
Environmentally Friendly Products	Fuel Economy	Automobiles	Improve fuel economy to achieve 2010 fuel economy standards as planned	Improved fuel economy on most models to achieve 2010 standards as planned	Achieve 2010 fuel economy standards as early as possible
		Motorcycles	Improve fuel economy by 10% for all models	Improved fuel economy by 10% to 15%	Improve fuel economy by 10%
		Engines for Outboards and Snowmobiles	—	—	Develop new models with improved performance and fuel economy
	Exhaust Gas	Automobiles	Introduce new vehicles that meet new long term exhaust gas regulations to the market	Introduced new vehicles that met new long term exhaust gas regulations to the market	Promote and expand vehicles that meet new long term exhaust gas regulations
		Motorcycles	Promote small displacement 4-cycle and FI scooter engines	One model of each type was completed	Comply with European Union regulations ahead of schedule
		Engines for Outboards and Snowmobiles	—	—	Develop engines that meet future EPA, CARB, EU regulations
	Clean Energy Vehicles		Develop natural gas vehicles that are more economical and fuel-efficient to further their promotion. Continue extensive promotion of the Twin Hybrid	Exhibited natural gas vehicles at low pollution vehicle fairs held in individual communities	Develop natural gas vehicles that are more economical and fuel-efficient to further their promotion
Business Related to the Environment		—	—	Promote the ITS/CTV cooperative system	
Environmentally Friendly Manufacturing	CO ₂		Reduce to less than 22.22t-CO ₂ /¥100,000,000 (14% reduction compared to 1990)	Reduced to 20.05t-CO ₂ /¥100,000,000 (22% reduction compared to 1990)	Aim to achieve 2010 regulations (reduce overall group output to less than 278,000tCO ₂ *1)
	Landfill Waste		0t	0t	0t
	VOC	Amount/ m ²	Aim to achieve 2010 regulations (45g/m ² output)	Achieved 50g/m ² output (44% reduction compared to 1995)	Aim to achieve 2010 regulations (43g/m ² output*2)
Environmentally Friendly Distribution	Cardboard		Reduce the amount being used	Expanded use of returnable containers resulted in a reduction of about 224t	Reduce the amount being used
			Promote recycling	Recycling of cushion materials resulted in about 21t of recycled material	—
	Wood		Reduce the amount being used	A 300t reduction compared to the preceding year cuts total use to 200t	Reduce the amount being used
Environmentally Friendly Marketing	Collection/Recycling of used Bumpers		Increase the amount being collected	Increased the amount being collected by 18%	Increase the amount being collected
	Automobile Recycling Law		Aggressively participate in industry activities	Smoothly changed over to conforming with the automobile recycling law that comes into effect on January 1, 2005	Achieve a shredder dust recycling ratio of more than 50%
	Voluntary Motorcycle Recycling		Aggressively participate in industry wide activities	We began voluntary collection of end-of-life motorcycles from October 2004	Improve awareness and convenience of recycling system
Environmentally Friendly Offices	Utilize Low Pollution Vehicles in Corporate Fleet		Increase the use of low pollution vehicles in our corporate fleet	About 50%	Further increase the use of low pollution vehicles in our corporate fleet
	Green Purchasing		Increase the purchase of green items	Green purchases accounted for 76 out of 76 items. (in fiscal 2004 we targeted 76 items for purchase)	—
Environmental Education and Information Disclosure	Environmental Education		—	—	Education is provided to individual sections as part of our employee development program

*1 Our previous goal was set at the amount of emissions per sales. The amount was reset to match total amount of emissions in accordance with the Kyoto Protocol.

*2 In our 2004 Environment and Social Report, our 2004 goal was set in accordance with the goal set by Japan Automobile Manufacturers Association, Inc (JAMA). Their goal was later revised and so our goal changed to 43g/m².

The root of our business has always been based on providing our valued customers with “Products of Value”. This section explains how we develop products of value that take the environment into consideration.

Automobiles

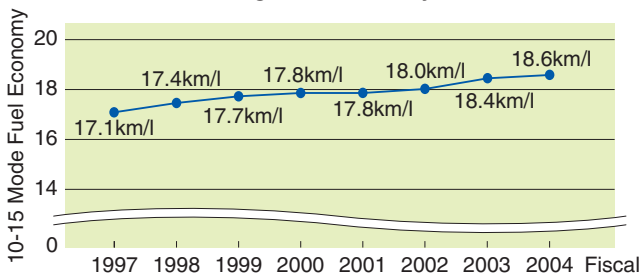
1 Improve Fuel Economy

Trends in Average Fuel Economy by Weight Class

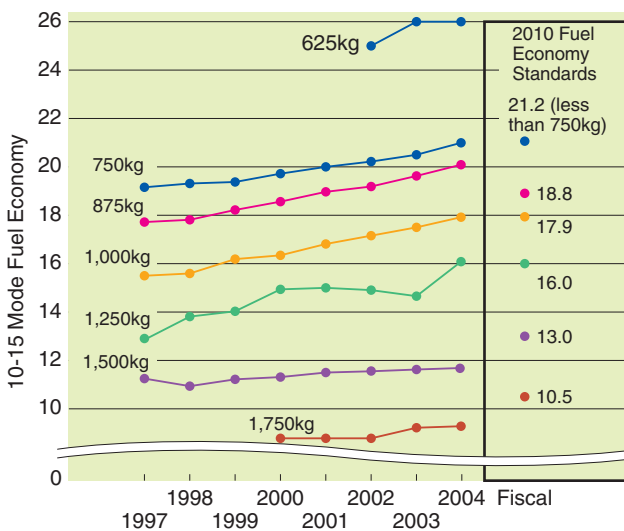
In order to reduce CO₂, which is connected to global warming, we are constantly working to develop and improve products that offer superior fuel economy. The average fuel economy of Suzuki vehicles manufactured in fiscal 2004 was 18.6 km/l, which is a 0.2km/l improvement over data from fiscal 2003. Automobile manufacturers are working to achieve 2010

fuel economy standards. At present, our gasoline powered vehicles in the 875kg and 1250kg weight categories, and all of our gasoline powered mini trucks have attained these standards. Suzuki vehicles in all other weight categories are scheduled to achieve this status by fiscal 2005.

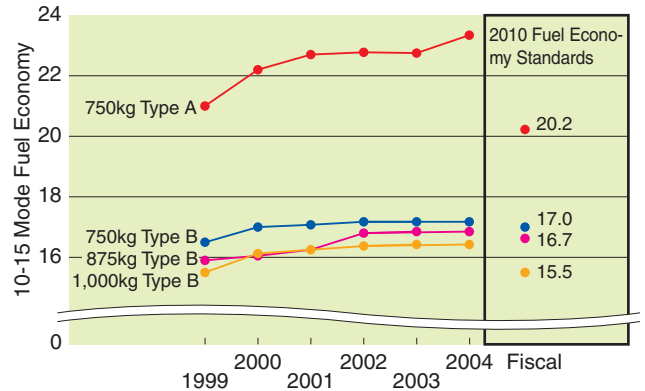
Trends in the Average Fuel Economy of Suzuki Vehicles



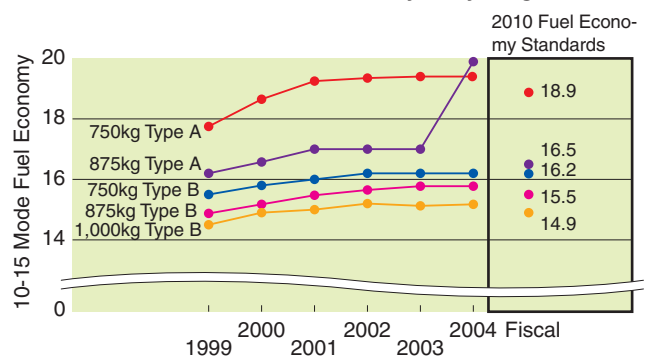
Trends in the Average Fuel Economy of Gasoline Vehicles by Body Weight (excluding imports)



Trends in the Average Fuel Economy of Gasoline Powered Mini MT Trucks by Body Weight



Trends in the Average Fuel Economy of Gasoline Powered Mini AT Trucks by Body Weight



Structure A : Alto (van type)

Structure B : Carry and Every (van type)

Improving the Drive Mechanism

Automatic Transmission (AT)

Improving the automatic transmission system has been an on going effort ever since we first utilized a two-speed automatic transmission in an Alto in 1980. In 2003, utilization of a 5-speed automatic transmission combined with a wider gear range in the Grand Escudo contributed to improved driving performance, fuel economy, and quietness. Also, a torque converter lockup slip system*1 in twelve or our models*2

enhanced transmission efficiency improving fuel economy and driving comfort.

*1 This system controls the lockup clutch to reduce transmission loss in the torque converter under various driving conditions.

*2 Alto, Escudo, MR Wagon, Aerio, Kei, Sierra, Chevrolet Cruze, Swift, New Swift (introduced in November 2004), Solio, Wagon R, Lapin.

EMCD (Electro Magnetic Control Device) Equipped 4WD Vehicles

The EMCD 4-wheel drive system utilized in our Chevrolet Cruze vehicles contributes to both the vehicle's stability and fuel economy. The EMCD analyzes road and driving conditions to deliver optimum torque from the transmission. Its electro-

magnetic clutch delivers excellent response even with its compact size and light weight.

☞ Refer to page 3 in the "Reference Information & Data" section for more information on the EMCD mechanism.

Automated Manual Transmission

The European version of the 1.3L Swift utilizes a 5-speed automated manual transmission (a standard manual transmission fitted with a motor actuator that automatically controls the clutch and gear selection) that contributes to its driving comfort and fuel economy.



5-Speed Automated Manual Transmission

Lightweight Bodies

Utilizing Tailored Blanks (New Alto)

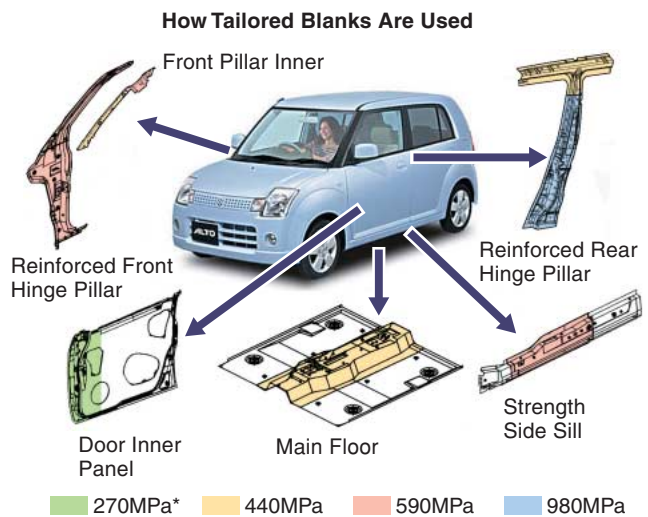
Tailored blanks is a manufacturing method in which steel parts of different thickness or materials (high tensile steel plate, plated steel plate, etc.) are welded in advance with laser welds, etc., and then pressed together.

Utilized on various parts, this method enables partial reinforcement of parts where strengthening is needed, eliminates the need for additional reinforcement, and keeps weight under control.

Extensive Use of High-Tensile Steel (All Suzuki Vehicles)

High-tensile steel plate's excellent strength is effectively utilized in reducing the number of reinforcement parts, thus controlling weight while increasing body strength.

The new Alto utilizes center pillar made of high-tensile steel plate (TS: 980MPa). Thinner and lighter than the previous system yet provides the same or greater amount of collision energy absorption.



* MPa is the acronym for Mega Pascal, a unit that is used to define the force applied to an area on high-tensile steel plate.

2 Reducing exhaust emissions

Most of our vehicles meet the 2005 exhaust emissions standards (long term standards). Also, the new Swift (all models) in the compact car category and the new Wagon R and new Alto (a portion of these models) in the mini car category

have gained Ultra-Low emissions certification, which represents a 75% reduction in exhaust emissions compared to the 2005 exhaust regulations.

Exhibiting Low Pollution Vehicles

In fiscal 2004, we participated in six events promoting low pollution vehicles.

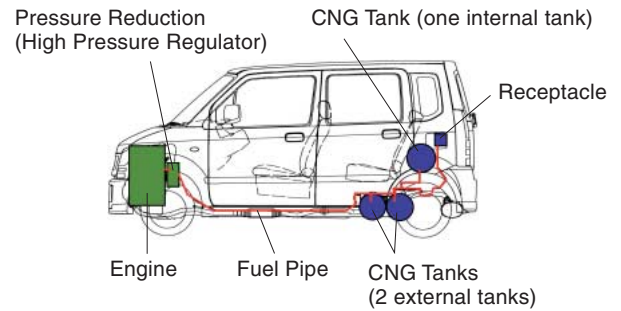
Name of Exhibition	Venue/Organizer	Date
Pacific Flora 2004	Hamamatsu Industrial Pavilion/ Shizuoka International Garden and Horticulture Exhibition	4/8 - 10/11
About JSAE Automotive Engineering Exposition	Pacifico Yokohama • Exhibition Hall/ Society of Automotive Engineers of Japan, Inc.	5/19 - 21
ECO CAR WORLD 2004	Yokohama Red Brick Warehouse/Ministry of the Environment	6/5 - 6
Subsidies for Natural Gas Vehicles Explained and Exhibition in Shizuoka	Twin Messe Shizuoka/Japan Gas Association	9/7
2nd Shizuoka Environmental Forest Fair	Twin Messe Shizuoka/Shizuoka Prefecture, others	10/22 - 24
Natural Gas Vehicle Seminar in Hiroshima Test Drive and Exhibition	Hiroshima Messe Convention/Japan Gas Association	11/24

3 Developing automobiles that use clean energy

■ Natural Gas Vehicles

The Wagon R Natural Gas Vehicle, which was introduced in 1997 as the first natural gas powered vehicle in the mini car class, underwent a full model change based on the new Wagon R and came onto the market in May 2004. The vehicle is available in two versions; a standard version that is equipped with two CNG (Compressed Natural Gas) tanks and another version fitted with three CNG tanks for greater single charge driving range.

In overseas markets, CNG/gasoline powered vehicles have been sold in Pakistan since 2001 and have been actively promoted since 2002. Natural gas vehicles are also manufactured in China.



■ Hybrid Vehicles

In designing our hybrid vehicles we have focused on “lower fuel consumption”, “lower exhaust emissions”, and “quiet operation”.

Our first hybrid mini car, the “Twin Hybrid” went on sale in fiscal 2002 and received the first prize award from the Ministry of Land, Infrastructure and Transport for fuel economy excellence in the compact vehicle class in fiscal 2003.

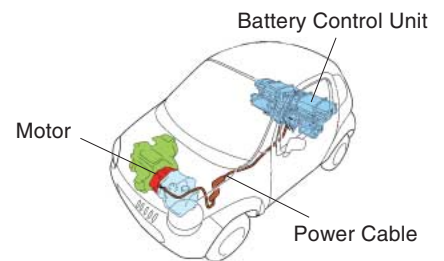
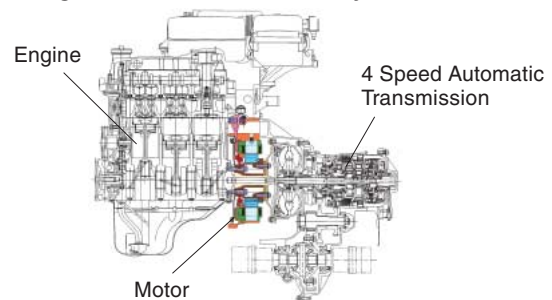


Diagram of Power Unit Assembly



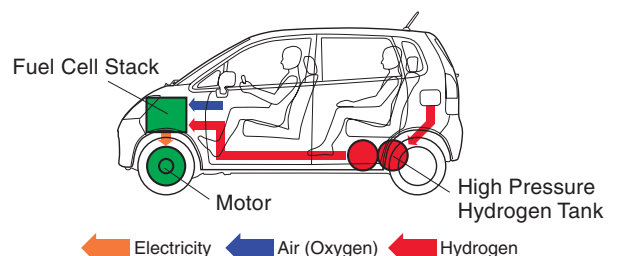
■ Fuel Cell Electric Vehicles

We are pursuing the development of fuel cell electric vehicles as strong candidates for tomorrow’s clean energy vehicles and working together GM (General Motors Corporation) in the development of fuel cell electric vehicles.

In October 2003, Suzuki gained Ministry certification for compact fuel cell equipped mini vehicles and Ministry certification for the first domestically produced vehicles equipped with 70MPa hydrogen tanks in December 2004.

At present, we have joined the national JHFC (Japan Hydrogen Fuel Cell) project and performed tests on public roads. We will continue to work to improve the durability and

driving distance of fuel cell electric vehicles and make progress in their practical application.

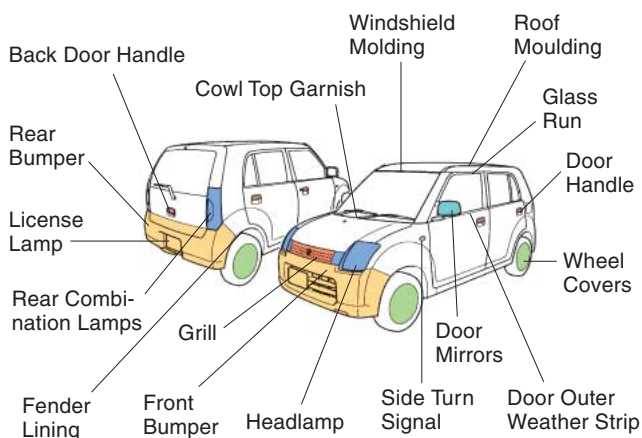


4 Promoting the Three Rs (Reduce, Reuse, and Recycle)

Recyclable Designs

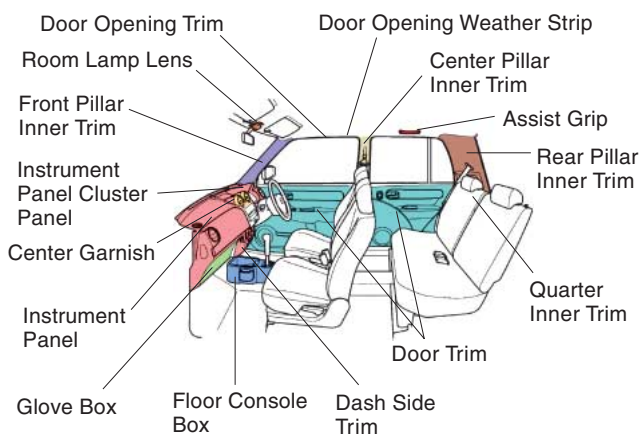
At Suzuki we design our vehicles with recycling in mind. Recyclable resinous materials are actively used on exterior and interior parts and we are pursuing alternate methods of attaching parts, parting with the use of adhesives and moving toward

Main Application of Resin Parts (Target Vehicle: Alto)



welds (presently used in manufacturing of sound absorption boards for the Wagon R, etc.).

Refer to page 4 in the “Reference Information & Data” section for more information names of recyclable resinous materials.



Improving the Ratio of Effective Recycling

Verifying the Ratio of Effective Recycling

Working with dismantlers we examined the current ratio of effective recycling using the dismantlement and shredder lines currently in use and found that the current ratio is more than 85%.

Japan Automobile Manufacturers Association, Inc. set the goal for ratio of effective recycling at more than 95% by 2015 in its “End-Of-Life Vehicle Recycle Initiative”, and in the requirements for the European ELV Directive, we need to achieve a ratio of more than 85% by 2006 and 95% by 2015. Using a verification process we will achieve a 95% ratio of recycling by 2015.

Recycling Glass from End-Of-Life Vehicles

At present, most shredder dust (automobile shredder residue) from end-of-life vehicles, which includes about 120,000 tons of glass, ends up being disposed of in landfills. Because of differences between glass and the other materials, problems such as the inability to collect thermal energy from glass during incineration, etc., create obstacles in the disposal of this material.

From April 2003, we started a cooperative effort with three other automobile manufacturers*1 and three glass manufacturers*2 to collect window glass from end-of-life vehicles, and experiment with ways the glass can be used as raw material for

vehicle glass products. From April 2003 through September 2004 we worked in conjunction with three glass manufacturers, examining how to develop raw materials for vehicle window glass. In a demonstration test of recycling glass carried out in October 2004 through March 2005 we created raw materials for vehicle glass, calculated the cost for recycling and developed distribution for practical use.

*1 Isuzu Motors Limited; Nissan Motor Co., Ltd.; Fuji Heavy Industries Ltd.

*2 Asahi Glass Co., Ltd.; Central Glass Co., Ltd.; Nippon Sheet Glass Co., Ltd.



Collecting windshield glass (left), and side-door glass (right)

5 Managing and Reducing Materials with Environmental Impact

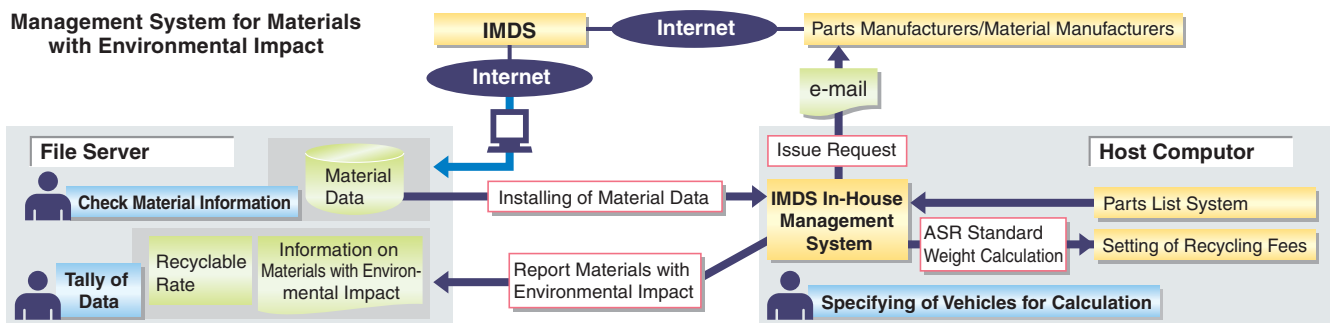
Managing and Reducing Materials with Environmental Impact

In order to achieve a sustainable society, we actively work to reduce the use of materials with environmental impact in our products. The use of lead, mercury, hexavalent chromium, cadmium and its chemical compounds*, and brominate flame retardants (PBB, PBDE) are prohibited so as to reduce use of materials with environmental impact and prevent occurrence of health problems. In addition to this, we have strengthened our management system to promote further reduction of other materials with environmental impact. At present, we are reexamining the use of asbestos.

In fiscal 2003 we utilized the IMDS (International Material Data System) focused on automobile industries to check for materials with environmental impact used in parts, and calculated the amount contained, amount of shredder dust occurring in disposal, etc., then used this data to develop products with reduced environmental impact.

In fiscal 2004, we examined six different automobile types and four different motorcycle types.

* Excluding a portion of items excluded from the European Union ELV Directive.



Reducing VOC (Volatile Organic Compounds) Emissions

In our policy to reduce materials with environmental impact used in our products, we are pursuing the development of colored resin parts that do not require painting so as to reduce VOC emissions. Since thinner, which is used in the paint and to dilute the paints, contains harmful VOC such as xylene, toluene, etc., reducing the use of paint contributes to reduction of these harmful materials.

Use of colored resin parts in the Choinori (scooter), which

went on sale in 2003, contributed to eliminating the need to apply painting on its resin parts. Bumpers made of a white colored resin used on the Alto Van, which went on sale in 2005, contributed to a reduction of about 1000g of VOC per vehicle (24 tons per year).

☞ Refer to page 5 in the "Reference Information & Data" section for more information on VOC.

Reducing VOCs in Car Interiors

To improve comfort inside of the vehicle, we have reexamined materials used in vehicle interiors, adhesives, coatings, etc., and reduced the amount of VOC emissions. For new passenger cars that will be introduced from January 2006 and on, we have progressed in developing techniques that moves up the

schedule for voluntary goals set by the automobile industry*.

* The Japan Automobile Manufacturers Association, Inc. promotes a voluntary program, which reduces the amount of 13 substances specified by the Health, Labor and Welfare Ministry, to a level less than indoor guideline levels.

Freon (Reducing Air Conditioner Cooling Refrigerant, Cooling Refrigerant Substitutes)

Reducing Air Conditioner Cooling Refrigerant*

Introduced in September 2004, the new Alto is equipped with a new air conditioning system optimally designed with greater compactness and new components (narrower condenser, sub cooling system, narrow evaporator) that deliver performance that still equal that of previous systems. Requiring only 320g of coolant, the new design led to a 210g reduction in the amount of refrigerant compared to the older system's 530g capacity. The Lapin, introduced in October 2004 with minor

changes, utilizes a sub-cooling system and different compressor that contribute to optimizing the air conditioning system resulting in a system that requires only 320g of refrigerant, a 210g reduction compared to the older system's 530g capacity.

* The term "refrigerant" refers to Freon (HFC134a).

Cooling Refrigerant Substitutes

We are currently conducting research and develop of a substitute refrigerant using CO₂ for next generation Freon free air conditioner systems.

6 Developing Lead-Free Solder

Solder containing lead (tin 6: lead 4) is used in the Electric Control Unit (ECU), but research is underway to develop a lead-free solder to reduce environmental impact and will enable us to move away from the current lead-based solder. We started using a lead-free solder in the EMCD (Electro Magnetic Control

Device) controller in the Chevrolet Cruze introduced in November of 2001. In fiscal 2004, a lead-free solder was used in the EPI control in a portion of our vehicles. Sequential expansion of lead-free solder usage is planned for the future.

6 Noise Reduction

We are working to reduce traffic noise produced by vehicles, particularly noise produced by the vehicle's engine, transmission, air intake and exhaust systems, tires, etc. In addition to quieter components vehicles are manufactured with optimum utilization of sound isolating covers, etc., to prevent noise leakage.

As a result, all vehicles domestically manufactured and distributed by Suzuki are in compliance with domestic regulations in regard to vehicle external noise (1998-2001 Regulations).

☞ Refer to page 5 in the "Reference Information & Data" section for more information on noise reduction.

7 Developing Intelligent Transportation Systems (ITS*1/CEV*2 Cooperative Systems)

Cooperative systems utilize information technology to allow multiple users to use a single vehicle according to their needs. We have anticipated the creation of highly efficient and convenient city traffic systems that blend vehicles and public transport, and reduce exhaust emissions.

Established in March of 2002, the CEV Sharing Corporation was the first to manage a cooperative system in Japan. In August 2004 we introduced MR Wagon "Car-Sharing" vehicles, which are compatible with cooperative ASP services*3 provided by the CEV Sharing Corporation. At present, this service is available in Yokohama and Nagoya.



MR Wagon "Car-Sharing" Vehicle

☞ Refer to page 6 in the "Reference Information & Data" section for more information on intelligent transport systems.

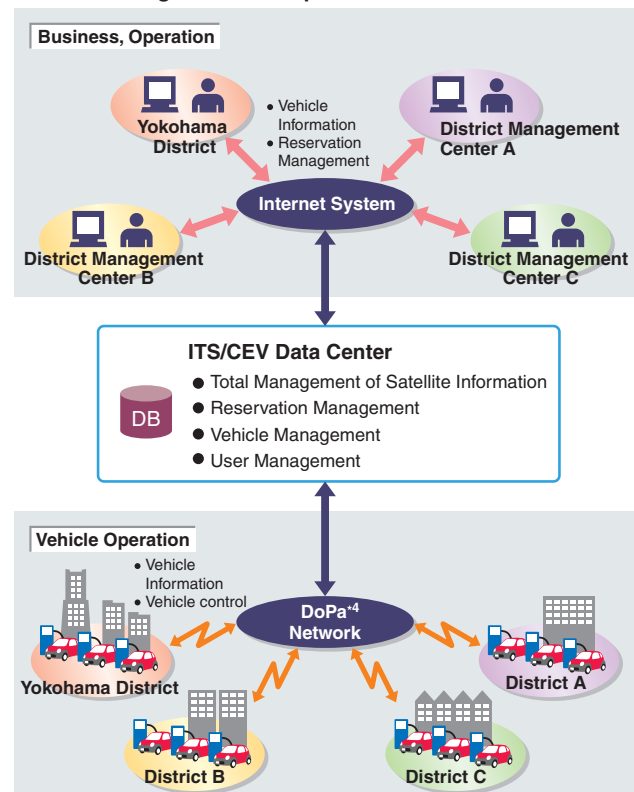
*1 ITS : Intelligent Transport Systems

*2 CEV : Clean Energy Vehicle

*3 ASP : Application Service Provider

*4 DoPa is a trademark of NTT Docomo.

Diagram of a Cooperative ASP Service



8 LCA (Life Cycle Assessment)

Environmental impact occurs not only during the course of product use, but also in the manufacture and disposal of the product. LCA (Life Cycle Assessment) is a tool that allows us to fully analyze and understand the impact that occurs in the life of

the product-from manufacture to disposal. We advancing the use of life cycle assessment to further reduce environmental impact.

☞ Refer to page 6 in the "Reference Information & Data" section for more information life cycle assessment.

Motorcycles

1 Improving Fuel Economy

This section uses two examples, the Let's 4 and Address V125 scooters, to illustrate our activities in improving fuel economy.

● Let's 4/Address 125

The Let's 4 utilizes a lightweight body, 4-stroke engine and DCP* fuel injection system with a fuel cut system and an A/F (air/fuel ratio) optimized to match environmental conditions such as engine temperature, air temperature, pressure, etc., to achieve a about 15% improvement in fuel economy compared to our former models fitted with 2-stroke engines. It also achieves a reduction in CO₂ emissions of about 20% in the motorcycle emissions mode tests.

* DCP: Discharge Pump

Like the Let's 4, the Address V125 utilizes a lightweight body and fuel injection system that results in a 10% improvement in actual fuel economy compared to our previous model, and a reduction of about 20% in CO₂ emissions.



Address V125

2 Reducing Exhaust Emissions

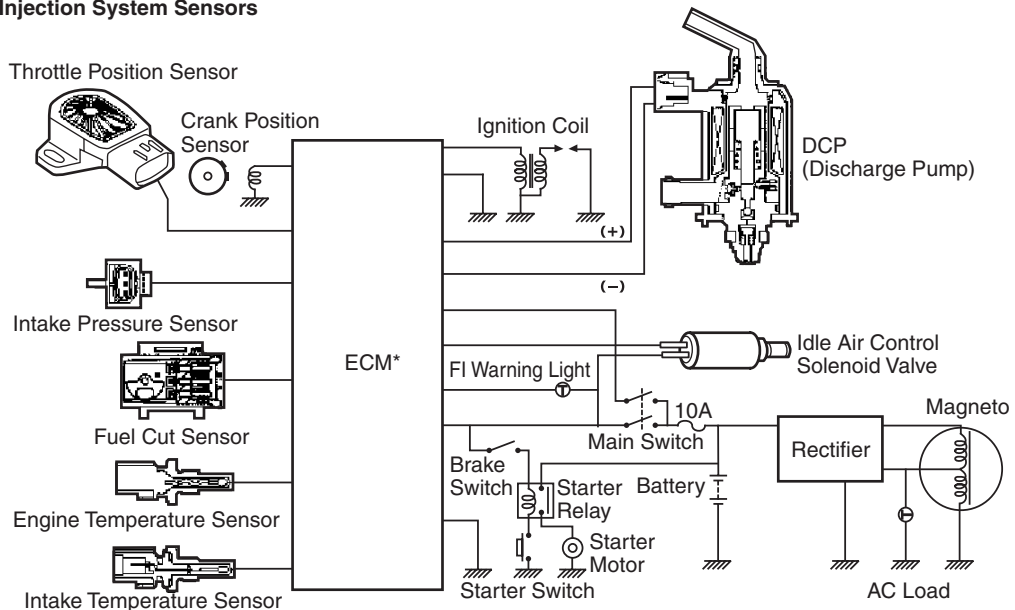
This section uses two examples, the Let's 4 and Super Sport GSX-R1000, to illustrate our activities in purifying exhaust emissions.

● Let's 4

Utilization of a DCP fuel injection system, fuel cut system, and an air/fuel ratio optimized for environmental conditions such as engine temperature, air temperature, pressure, etc., the Let's 4 could achieve a reduction in exhaust emissions of about 50% compared to emissions standards. (CO emissions)



Fuel Injection System Sensors



* ECM : Engine Control Module

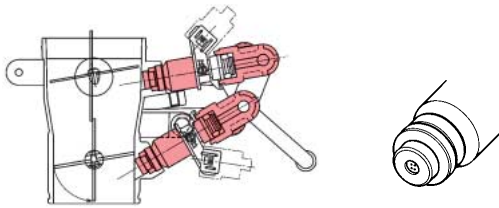
● GSX-R1000

The GSX-R1000 utilizes a fuel injection system, honeycomb catalyst and two-stage air system. Using two fuel injectors on each cylinder contributes to increasing engine output and reducing exhaust emissions. Changing the shape of the muffler

made it possible to place the honeycomb catalyst closer to the engine, thus improving purification of emissions.



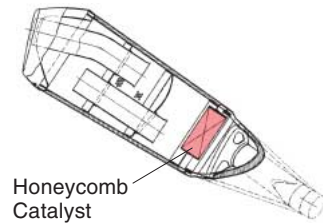
Fuel Injection System



Dual Injector Throttle Body

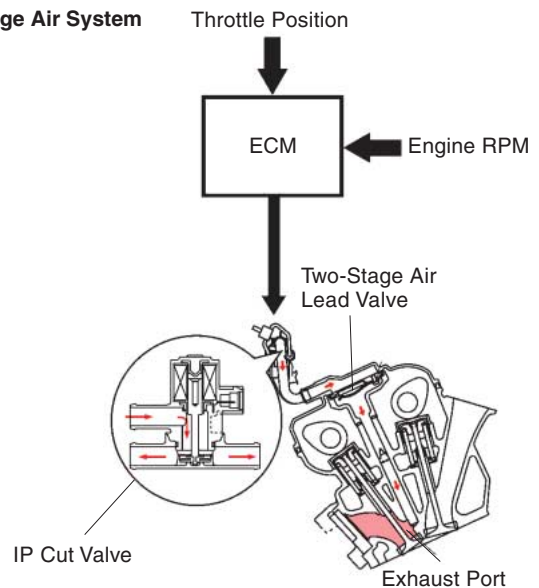
Fuel Injector

Honeycomb Catalyst



Honeycomb Catalyst

Two-Stage Air System



3 Promoting the Three Rs

This section uses two examples, the Let's 4 and Super Sport GSX-R1000, to illustrate our efforts in improving the Reduction and Recyclability of materials in 3R designs.

Reduce•Recycle Design

Reduce (Lightweight and Compact Designs)

● Let's 4

Utilizing an Aluminum Plating Cylinder

To reduce weight, the Let's 4 and the Address 125 utilize aluminum plating cylinders. This method achieved a reduction in weight of about 30% compared to motorcycles with the same engine displacement (in-house comparison of single units).



Environmentally Friendly High-Speed Plating Cylinder

● GSX-R1000

① Utilizing a Short Wheel Base, Lightweight Wheels

To reduce weight, the GSX-R1000 (dry weight: 166kg) is designed with a wheel base 5mm shorter than previous models, producing a more compact design. Optimizing wheel shape and thickness led to the development of a new lightweight wheel design that is 5% lighter than the previous design.

② Utilizing a Titanium Exhaust Pipe and Muffler

The exhaust pipe and muffler are manufactured entirely from titanium, a low-density material.

Recycling

● Let's 4

① Utilizing Aluminum Plating Cylinders

Aluminum plating cylinders used on the Let's 4 and the Address 125 do not use sleeve castings thus delivering greater recycling efficiency. This also contributes to improved cooling capabilities and reduces oil consumption compared to models that use sleeve castings.

② Utilizing Colored Resins

Resinous covers, such as the handle covers, leg shield, frame covers, etc., on the Let's 4 and the Address 125 are made of PP or AES colored resins. The colored materials eliminate the need for

removing the paint from the material when recycling, resulting in improved recycling efficiency.

③ Easier Dismantling

Exterior parts on the Let's 4 and the Address 125 are attached using screws and clips. This eliminates the need for special tools and makes dismantling possible with a screwdriver.

● GSX-R1000

Lead-Free Wheel Balancers

Wheel balancers used on the GSX-R1000 are lead free.

4 Reducing Noise

This section uses two examples, the Let's 4 and Super Sport GSX-R1000, to illustrate methods used to reduce noise.

● Let's 4



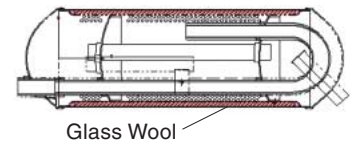
① Muffler



③ Clutch Cover ② Air Cleaner

① Muffler :

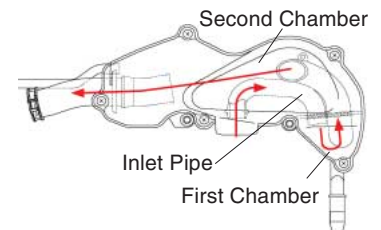
The muffler uses a large capacity design with a structure well suited for deadening noise and filled with glass wool to reduce exhaust noise.



Glass Wool

② Air Cleaner :

A multi-chamber, injected resin type air cleaner case with a longer inlet pipe contributes to reducing air intake noise.



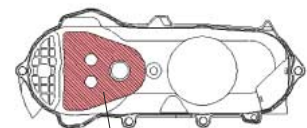
Second Chamber

Inlet Pipe

First Chamber

③ Clutch Cover :

Soundproofing materials attached to the inner cover block transmission of engine noise contributing to reduced noise.



Additional Sound-proofing Materials

● GSX-R1000



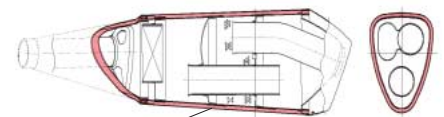
① Muffler Body



② Air Intake Pipe

① Muffler Body :

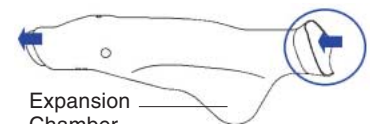
Optimizing the curvature of the muffler's outer surface increases its body strength thus reducing transmission of noise. In addition to this, optimization of the muffler's inner structure and attachment of glass wool inside the muffler body contribute to exhaust noise reduction.



Glass Wool

② Air Intake Pipe :

Utilizing an expansion chamber in the air intake pipe reduces intake noise.



Expansion Chamber

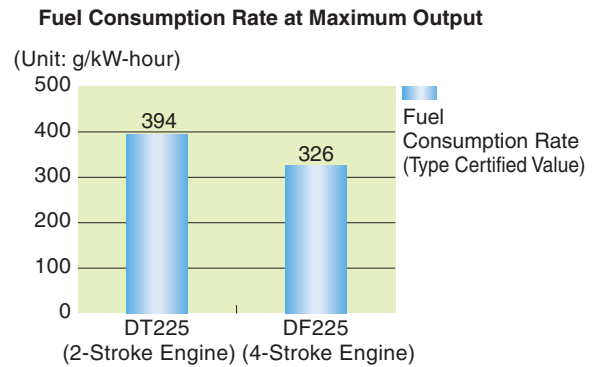
Engines for Outboards and Snowmobiles

1 Improving Fuel Economy

Fuel economy is an important issue when developing new products, so we take a close look at mechanical efficiency, economical efficiency, and the environment into consideration in the development process.

The DF225 4-stroke, which went into production in December 2003, has a fuel consumption rate of 326g/kW-hour (type certified value). This represents an improvement in fuel economy of about 18% at maximum output compared to its 2-stroke counterpart (DT225), which was rated at 394g/kW-hour.

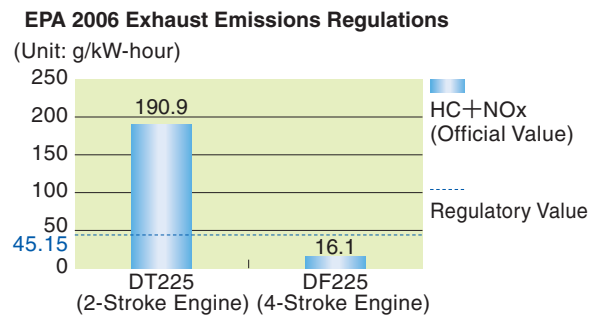
In engines designed for snowmobile applications, we developed a 4-stroke engine (660L/C-TC type) equipped with an electronically controlled fuel injection system, which went into production in August 2003. It achieves a fuel consumption rate of 440g/kW-hour, which is an improvement in fuel economy of about 6% compared to its carbureted counterpart (468g/kW-hour).



2 Reducing Exhaust Emissions

We are working to develop new outboard products that meet 2006 EPA*¹ HC+NOx*² regulations and 2008 CARB*³ regulations. Switching from 2-stroke to 4-stroke technology contributed to a reduction in exhaust emissions of about 90%. Switchover to 4-stroke engines in all models is scheduled for completion by 2006.

For snowmobile applications, we have already developed and put into production the 660L/C-TC type (electronically controlled fuel injection model) that meets the 2010 model regulations which are EPA second stage exhaust regulations, and two other models. Further development of new engines is currently underway.



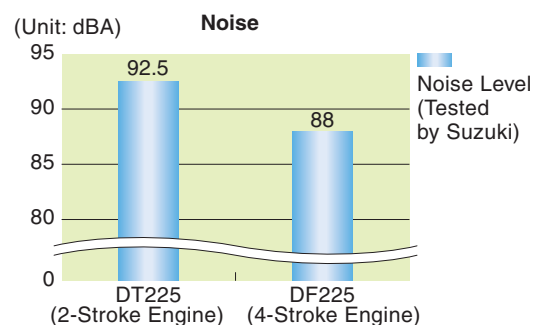
*1 The United States Environmental Protection Agency

*2 Hydrocarbon + Nitrogen Oxide

*3 California Air Resources Board

3 Reducing Noise

When designing the DF225 outboard engine in our switchover to 4-stroke engines, the intake and exhaust system designs were reconsidered to reduce noise. The 4-stroke outboard operating at full throttle produces a noise level of 88dBA, which is a reduction of about 4.5dBA compared to the 92.5dBA level of its 2-stroke counterpart (DT225).



4 Managing and Reducing Those Materials with Environment Impact

Reducing the Amount of Lead

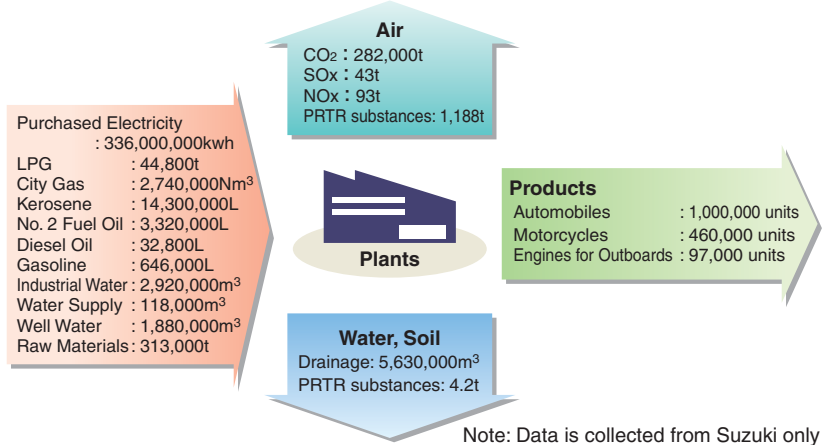
In outboard motors, we have switched to a resin fuel tank from April 2001. Earlier fuel tanks relied on steel plate with a lead alloy but due to this change, fuel tanks are now lead-free.

Other Materials with Environmental Impact

The use of mercury and cadmium is prohibited in our Marine and Power products. In one activity for hexavalent chromium, unique to outboard motors, we have begun study in the development of a substitute for chromic acid chromate, including hexavalent chromium, which is used in preventing the corrosion of aluminum.

Environmentally Friendly Manufacturing

Environmental conservation encompasses a wide range of activities in areas related to manufacturing, from global warming (energy reduction, CO₂ Reduction), waste and resource reduction (recycling), management of materials with environmental impact, to green procurement, communication with the local community, etc. The following section provides results in our program to reduce materials with environmental impact in our manufacturing activities.

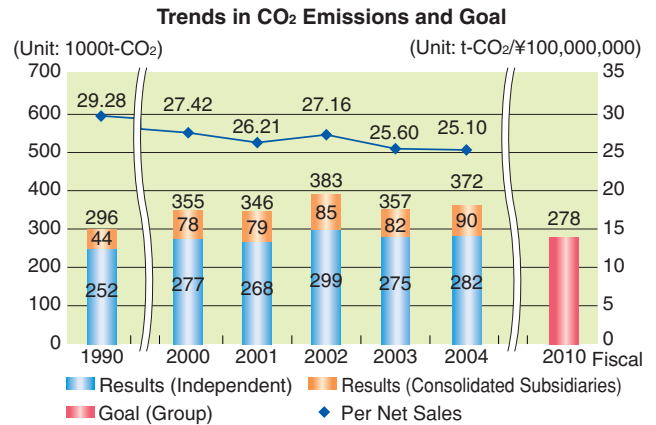


1 Considering the Environment at all Corporate Sites

Measures for Global Warming

In the entire group, the amount of CO₂ emissions produced as a result of manufacturing was 372,000t in fiscal 2004. This is the second highest value and represents a 26% increase compared to fiscal 1990, which is the base year for the Kyoto Protocol. (The main reason for the increase in fiscal 2004 was due to increased production.) The amount of CO₂ emissions per net sales however, was 25.1t/¥100,000,000, which is a 14% reduction compared to the value in fiscal 1990 (2% reduction compared to fiscal 2003).

Our goal by 2010 is to achieve a 6% reduction (278,000t) compared to the value in fiscal 1990, which is the goal defined in the Kyoto Protocol. At present, we are planning to switch to fuels that produce fewer CO₂ emissions, install energy reduction facilities, and utilize natural energy, etc., in order to achieve this goal.



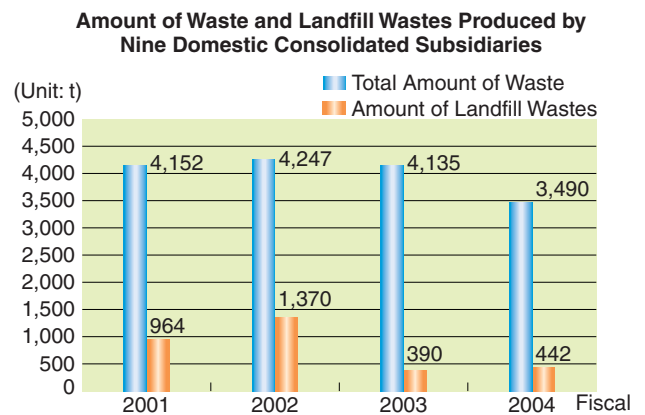
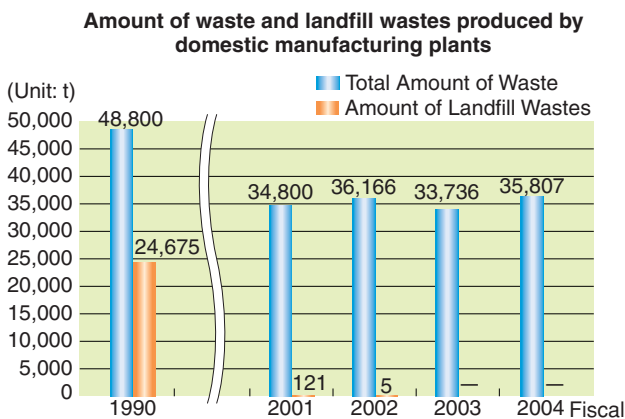
Main Plan	16,600t-CO ₂	Excluding the main office structure and machinery
Iwata Plant	50,100t-CO ₂	
Kosai Plant	111,200t-CO ₂	Including parts factories
Toyokawa Plant	13,200t-CO ₂	Excluding the Toyokawa PDI Center
Osuka Plant	54,800t-CO ₂	
Sagara Plant	36,600t-CO ₂	Excluding Sagara Course, Research Buildings, Sagara PDI Center

Reducing Waste and Reliance on Resources

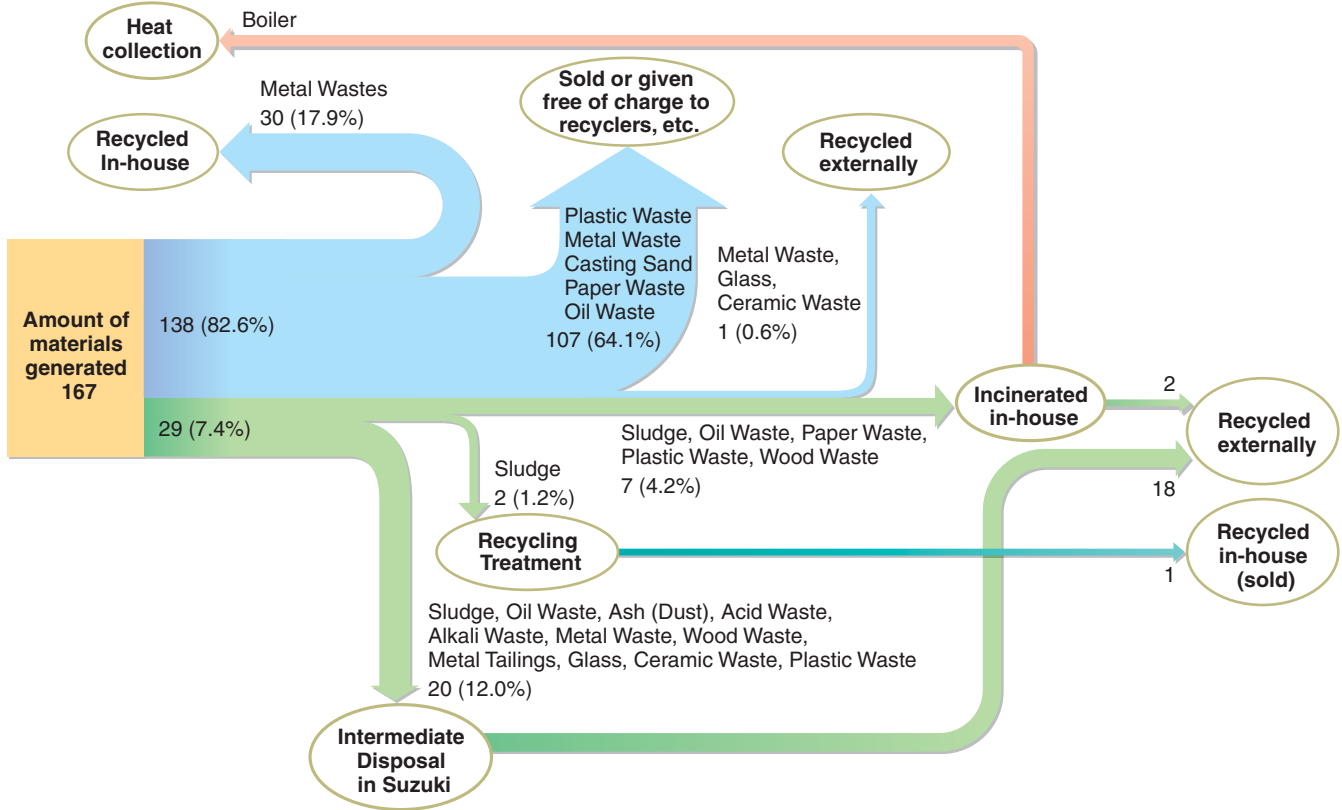
In our domestic plants, we achieved zero level* landfill waste in August 2001. From November 2002 we have continued to maintain a perfect zero level landfill waste and are focusing on further waste reduction.

In our domestic consolidated subsidiaries, we are progressing toward achieving zero level by fiscal 2007.

* Zero level: Less than 1% landfill wastes compared to the amount sent in 1990 (24.675t).



Flow of Wastes and Recyclable Materials (Unit: 1,000t/year)



Amount of Waste and Landfill Waste

Amount of Incinerated Waste

Dioxin compliant incinerators at our Kosai plant are used in reducing waste by disposing of burnable waste and using the heat produced in this process effectively. We are also working to reduce the amount of waste that is burned in our incinerators. The amount burned in 2004 (7,100t) was about 10% less than the amount burned in 2000 (8,100t).

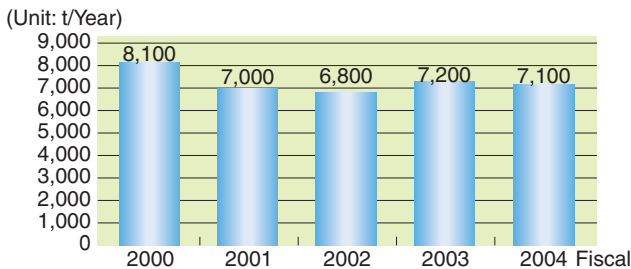
O₂ control in our incinerator management system, etc., has resulted in reduced dioxin emissions. As a result, the dioxin level in fiscal 2004 was 0.013ng-TEQ/Nm³, which falls well under the regulatory level (5ng-TEQ/Nm³).

Amount of Water Used

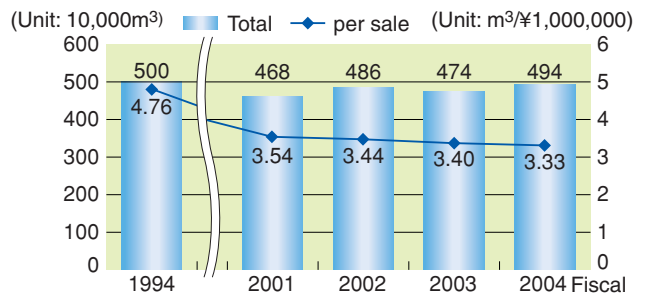
We are working on ways to conserve water and reuse wastewater in order to reduce the amount of water used in our domestic manufacturing plants. For this purpose we are utilizing airtight cooling towers, air-cooled compact air-conditioners, water conserving faucets, rainwater collection, collection of water from coolers, and reuse of wastewater.

Due to the rise in production, the amount of water used in fiscal 2004 increased to 4,940,000m³, which is 200,000m³ more than the amount used in fiscal 2003 however, the amount of water used per net sales was 3.33m³/¥1,000,000, which is 0.07m³/¥1,000,000 less than the amount used last year.

Amount of Incinerated Waste



Amount of Water Used



2 Preventing Pollution

Reducing Environmental Risk

Organic Chlorine Chemical Compound

After organic chlorine chemical compounds (trichloroethylene and cis-1, 2-dichloroethylene) were discovered in the groundwater at the Takatsuka Plant in January of 1999, we initiated a continuous cleanup effort of the underground water and took measurements along the site boundaries. Consequently, pollutants have not been detected at monitored sites along the site's boundaries after 1999 so we are confident that pollutants have not progressed beyond our boundaries. We are continuing our groundwater cleanup efforts to prevent pollutants from leaking.

Environmental Conservation in Developing Countries

At our manufacturing bases located in developing countries, we have implemented voluntary regulations that equal environmental and emissions standards found in Japan. We also provide technical support, information, and education on environmental conservation.

Preventing the Leakage of Sewage

As a part of our water management activities, our analysis department periodically analyzes plant effluent, underground water, and water used in factory processes to ensure that sewage does not leak from the plants. If any abnormality is found, the related section is quickly informed and suitable measures are carried out.

In 1994, Suzuki registered as an analysis laboratory in accordance with the measurements law. In addition to factory disposal, we analyze factory disposal within the Suzuki Group, concentrations of agricultural chemicals (13 agricultural chemicals) in wastewater from a golf course (Inasa Golf Club), and we are working on activities in preventing sewage from leaking.

☞ Refer to page 7 in the "Reference Information & Data" section for more information on agricultural chemicals used in golf courses.



Analysis

3 Promoting Energy Reduction and the Use of Alternative Energy

Wind Turbine Power Generating Facilities

One of our projects aimed at global warming is the promotion and utilization of power generated from the wind. Three wind turbine power generators are currently in operation, one at our training center and two others at the Kosai plant, providing a 2,076,000kWh generating capacity and cutting 1,353t of CO₂ emissions in fiscal 2004. Progress is being made on a new facility planned for possible installation at the Sagara plant.

☞ Refer to page 7 in the "Reference Information & Data" section for more information on the generating capacity of wind facilities and CO₂ reduction.



Micro-Hydro-Electric Power Facilities

Realizing that the water pressure found in the industrial water mains had never been utilized, a micro-hydropower facility was installed at the Kosai plant and put into operation in July 2004. With a generating capacity of approximately 9kW it produces 52MWh per year contributing about 12% of the electricity used in the plant's industrial water pump.



Utilizing Clean Energy

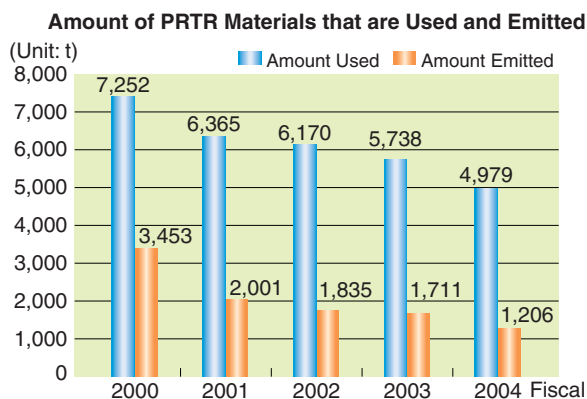
In August 2003, boiler fuel at the Toyokawa plant was switched from LPG to town gas, which emits less CO₂. This contributed to a 1,260t reduction in CO₂ emissions in fiscal 2004. Natural gas, which is also a clean energy source, is used in 11 overseas plants.

4 Managing and Reducing Materials with Environmental Impact

PRTR (Pollutant Release and Transfer Register) Targeted Substances

To reduce materials with environmental impact, we are working to reduce PRTR targeted substances.

In fiscal 2004, we focused on reducing PRTR targeted substances found in paints and cleaning thinners, and could reduce the amount being used as well as emissions. The amount of emissions produced in fiscal 2004 was 1,206t, which is a 65% reduction compared to fiscal 2000.



VOC (Volatile Organic Compounds)

After reducing VOC emissions in the automobile painting process, VOC emissions in fiscal 2004 were at 50g/m². We will continue in our efforts by working to improve the collection rate in the electrostatic painting process, unifying coat thickness in the electrostatic painting process, and shortening the coating distance in top coating so as to achieve a reduced level of 43g/m² by the year 2010, which is the target set by the Japan Automobile Industry Association.

Also, in accordance with the VOC regulations, which are included in the amended Air Pollution Control Law, we are in full compliance with regulation emission concentrations and report the targeted facilities.

☞ Refer to page 7 in the “Reference Information & Data” section for more information on VOC emissions.

Specified Freon (CFC-12, CFC-22)

In 1969 we started use of an absorbent type water-heater/cooler that does not use specified Freon. This type of system is now utilized in all of our plants.

PCB (Polychlorinated Biphenyls)

In regard to transformers and condensers that use PCBs (polychlorinated biphenyls), we have a total of 1,353 such devices in our five plants. 18 of these are being used in three of our plants while the remainder of the devices, 1,335 in all, are stored securely. Also, based on the “Special Measures Law to Promote Proper PCB Waste Disposal”, enacted in July 2001, we have completed proper notification of PCB storage conditions, etc.

Purchasing New Substances

When the purchase of materials such as paints, oil, detergents, etc. is necessary, our environmental management section discusses the substance’s toxicity, how much of it will be used, how it will be used, how it will be stored, etc., then decides whether the substance should be purchased or not. Data gained from these investigations is used and managed as PRTR data, which is then utilized when working to reduce the volume of these materials. Also, the most up-to-date data and information is used to manage MSDS* for raw materials.

* MSDS (Material Safety Data Sheet): This sheet lists materials, hazards, and handling cautions, etc.

Water-Soluble Paints

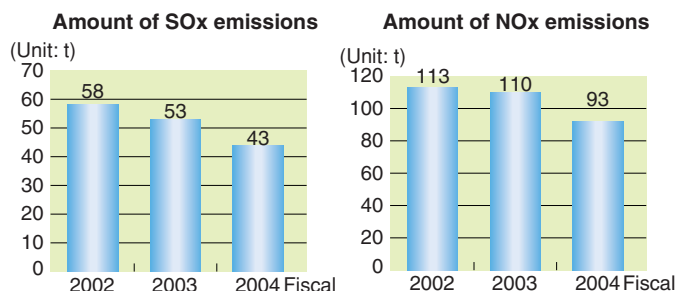
Water-soluble paints are being used in part of the brake drum painting process at the Osuka Plant. In overseas factories, the new factory in Magyar Suzuki (Hungary) started using water-soluble paints in January 2005 to reduce VOCs.

Reducing the Usage of Lead

The electrostatic painting process (undercoating) in all of our domestic motorcycle and automobile plants is lead-free. (March 2001). The electrostatic painting process in all of our overseas factories has been lead-free since September 2004.

SOx/Nox

As a part of our air pollution prevention, we put into effect voluntary standards that are stricter than regulatory levels to reduce the amount of SOx (Sulfur oxide) and NOx (nitrogen oxide) emissions, which are emitted from boilers, etc.

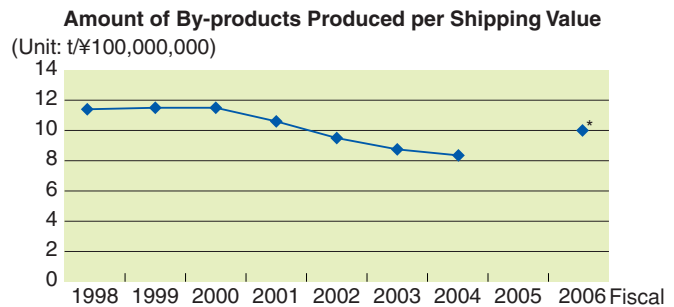


5 Promoting the Three Rs

Activities for the Effective Use of Resources Law

Based on the “Promoting the Effective Use of Resources” law, which went into effect in April 2001, we created a “Controlling the Occurrence of By-Products Plan” to control the occurrence of by-products such as metal wastes, and waste casting sand, and report plan results.

In fiscal 2004, we could reduce by-products to 8.2t/¥100,000,000.



* The value marked for fiscal 2006 is the value set in accordance with the “Promoting the effective use of resources” law.

6 Promoting “Green” Procurement

We established our “Green Procurement Guidelines” on September 1, 2003. Two meetings were held, in October and November 2003, to explain guidelines to our business partners. Business partners from a total of 403 business partners attended the meetings.

Using our “Green Procurement Guidelines”, we promote the production of products and materials that are environmentally friendly, and give priority to business partners that work hard at environmental conservation to promote purchasing products and materials that have less impact on the environment.

In addition to complying with environmentally related regulations, such as the EU ELV directive, etc., we are working voluntarily and aggressively to reduce materials with environmental impact even though they may not be regulated law.

We also established an English version of the “Green Procurement Guidelines” on June 1, 2004 to promote purchasing products, materials, etc., that have less impact on the environment.

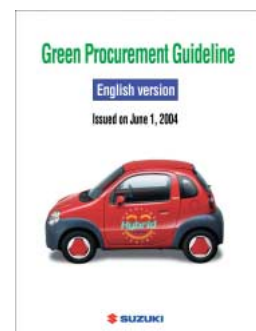
In doing so, we have actually contributed to environmental conservation on a global scale.

Suzuki Green Procurement Policy

Suzuki procures green products from green business partners.

Green products
Parts or materials with less environmental impact

Green business partners
Business partners actively carry out environmental conservation activities



Environmentally Friendly Distribution

In the manufacturing sector, distribution is an absolute essential and reducing environmental impact related to distribution is an important issue. This section introduces improvements we have made in regard to environmental impacts associated with energy consumption, exhaust emissions, discharge of packing materials, etc.

1 Using Efficient Transportation and Reducing Energy Consumption (Motorcycles • Direct Delivery System)

When products manufactured at our plants are transferred to dealers, they pass through a number of distribution points such as business centers, etc., before reaching the dealer. In order to reduce energy loss and shorten transport time, we are encouraging the merger of distribution points and promoting a direct

delivery system that moves products from plant to dealer in a more rational and efficient distribution system.

Trends in Rate of Dealer Direct Transportation System (Unit : %)

	fiscal 1995	fiscal 2000	fiscal 2004
Direct to Dialer	—	22	99
Via Business Centers	100	78	1

2 Promoting the Three Rs

Reuse

Utilizing Returnable Containers

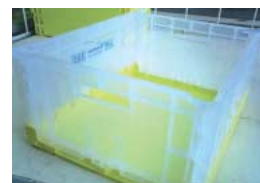
We are actively pursuing the use of returnable containers in our domestic transportation and delivery activities. Cardboard had been previously used domestically but we started using returnable containers from fiscal 2003 to reduce paper and improve operating efficiency.

In fiscal 2004, returnable containers accounted for 33% of the total number containers used in shipments out of our factories, reducing cardboard use by about 75t. At the same time, returnable containers used in shipments received accounted for 37% of all containers used, reducing cardboard use by about 149t.

Refer to page 8 in the “Reference Information & Data” section for more information on using returnable containers.



Returnable containers used in shipments out of the factories.



Returnable containers used in shipments received.

From Wood Crates* to Steel Containers and Returnable Racks

We initiated a plan to reduce the amount of wood used in shipping crates by switching to steel containers, however, the one-way nature of the shipments results in scrapping of the containers.

In fiscal 2004, steel was in short supply due to environmental changes so we further improved upon our returnable packing system in order to reduce the disposal of steel. Until this time we had mainly used custom racks for shipping engines, transmissions, etc., however we developed and put into use multipurpose returnable racks. Used mainly in Hungary, Indonesia, Taiwan, U.S.A., etc., we have been able to change about 20% of our

shipping racks to returnable type by the end of fiscal 2004.

* In regard to wood crates, they are mainly used at Jiangxi Changhe Suzuki Automobile Co. Ltd in China. About 200t was used in fiscal 2004 (compared to about 500t in fiscal 2003).



Recycling

Reusing Cardboard

Waste cardboard material that is produced at the factory is being reused as cushioning material. After installing a machine that produces cushioning materials in 2003, we could reuse about 21t of cardboard per year.



3 Prooting the Use of Low Emission Transport (Automobiles • Transport by Sea)

In domestic automobile shipments we use two types of transportation; by sea or by land.

When shipping to destinations further north from Tohoku and further west the Chugoku we encourage the use of sea transport due to its economic efficiency and reduced CO₂ emissions. Compared to overland truck transport, sea transport produces about 25% of the CO₂ per ton. Compared to transporting

everything by truck, the utilization of sea transport reduces CO₂ production by about 30%.

In fiscal 2005, the amount of CO₂ emissions produced in transporting automobiles bound for domestic markets by land was about 23,000t of CO₂ while by sea was about 4,000t of CO₂. The total amount of emissions is approximately 27,000t of CO₂.

Environmentally Friendly Marketing

Through our network of Suzuki Distributors (sales subsidiaries) we provide services such as sales, maintenance, repairs, etc. This section introduces some activities in reducing environmental impact at Suzuki Distributors.

1 Promoting Environmental Management at our Distributors

We began assessing environmental information gathered from our dealers regarding energy consumption, the amount of waste being disposed of, and recycling from fiscal 2004. We also

introduced an environmental management system to some of our dealers in fiscal 2005 in order to develop an environmental management system for our distributors.

2 Proper Disposal of End-Of-Life Products

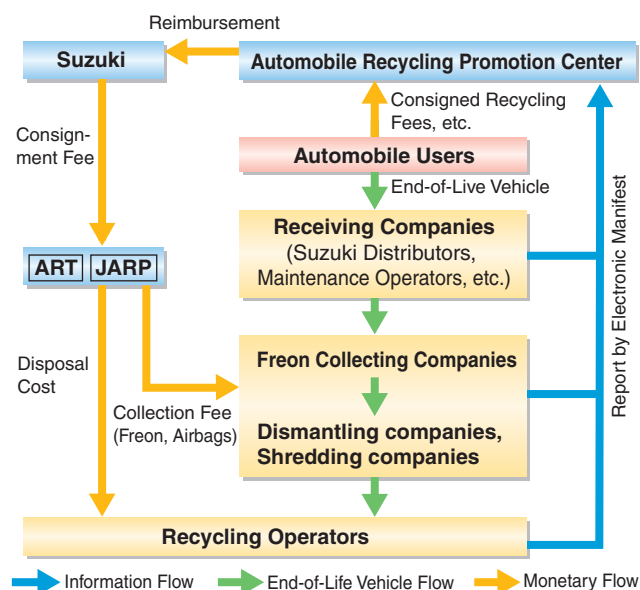
Automobiles

Automobile Recycling Law

The Automobile Recycling Law, which calls for proper recycling and disposal of Freon, airbags, and shredder dust (referred to as ASR from here on) from end-of-life vehicles came into effect on January 1, 2005. The Japan Auto Recycling Partnership (JARP) was established in cooperation with all automobile manufacturers to carryout proper and efficient recycling of Freon, and airbags. To deal with ASR, the automobile manufacturers divided into two teams. Suzuki, along with 11 other companies such as automobile manufacturers, importers, etc., established the Automobile Shredder Residue Recycling Promotion Team to observe the law and achieve ASR recycling goals as soon as possible. In addition, we are working to establish a safe and economic recycling system that can reduce recycling costs.

☞ Refer to page 9 in the “Reference Information & Data” section for more information on the automobile recycling system.

Concept based on the Automobile Recycling Law



Automobile Recycling Law Notification

http://www.suzuki.co.jp/cpd/koho_j/kankyoy/index.html

Setting the Recycling Fee* in the Automobile Recycling Law

In regard to recycling costs of the three items specified in the Automobile Recycling Law, fees are set and collected from the owner of the vehicle.

Recycling Fees for Automobiles Currently Being Sold (major models used as an example) (Unit: ¥)

Models	Recycling Fee for Three Items			
	Total	ASR	Airbags	Freon
Wagon R (MH21S)	8,970 – 9,110	4,620	2,250 – 2,390	2,100
Alto (HA24S)	8,570	4,190	2,280	2,100
Swift (ZC21S)	9,860 – 10,150	5,560	2,200 – 2,490	2,100

* The ASR fee is set according to the ASR weight of individual models.

* The airbag fee is set according to the number of airbags and seatbelt pre-tensioners installed in the vehicle.

Automobile Recycling Law Conditions (January through March 2005)

We issue reports on the three items specified in the Automobile Recycling Law.

Freon	Amount of collected CFC (no. of vehicles)	1,624kg (4,821 units)
	Amount of collected HFC (no. of vehicles)	1,906kg (5,125 units)
Airbags	Number of End-of-Life Vehicles from which airbags were removed and collected	120 units
	Number of End-of-Life Vehicles from which airbags were deployed on-site, collected	719 units
	Airbag Recycling Ratio	92.6%
ASR	Total ASR Weight	1,706t
	Amount of ASR sent to ASR recycling facilities*1	1,086t
	ASR weight reduced through full commitment recycling system*2	89t
	ASR Recycling Ratio	60.5%

*1 Recycling Facilities (regulatory compliant facilities) are ASR designated collection centers certified by the minister in charge as described in section 28 of the Automobile Recycling Law, that meet the regulations laid out in section 26.

*2 Full commitment recycling system allows for the full recycling of end-of-life vehicles without producing ASR by recyclers (dismantlers, press/shearing operators) working with material users (steel furnace and converter operators, etc.) that are certified by the minister in charge as described in section 31 of the Automobile Recycling Law.

Collecting Emergency Flares

Collection of expired flares that are replaced during maintenance began in March 2002. The flares are placed in boxes specially designed (with the Suzuki logo) for collecting the flares, then sent to the flare manufacturers (after that they are

Automobile Dismantling Information

To ensure proper disposal of end-of-life vehicles, we refer to JAMA manual on “Removal and Dismantling of Automobiles and Motorcycles” along with our own “Dismantling Manual for Automobiles”. In response to the EU ELV directive, we took part in the IDIS (International Dismantling Information System) project in 1999, providing dismantling information to European dismantlers by DVD or the Internet.



properly disposed of).

☞ Refer to page 9 in the “Reference Information & Data” section for more information on sales and the collecting route.

European Models

Fiscal	Number of Models	Model Name
1999	1	Carry (GA413)
2000	7	Grand Vitara (JA627, SQ416V 3DR, SQ420Q 3DR, SQ420W 5DR, SQ420WD 5DR) Ignis (RG series), Wagon R ⁺ (RB413)
2001	3	Alto (RF410), Liana (RH413/RH416 5DR)
2002	2	Liana (RH413/RH416 4DR)
2003	5	Grand Vitara (JA627 2003 Minor, SQ420WD 3DR), Ignis (RG415, RM series), Liana (RH series 2003 Minor)
2004	1	Swift (RS series)

Motorcycles

Voluntary Motorcycle Recycling Program

Joining with three domestic motorcycle manufacturers and 11 importers, we started a voluntary system for recycling motorcycles (disposal, handling and recycling of end-of-life motorcycles) from October 1, 2004.

By March of 2005, a total of 153 end-of-life Suzuki motorcycles were collected at designated collection centers. The recycling ratio was 86.4% in the weighted mean*¹.

The recycling fee is ¥4,120 per motorcycle*².

“Voluntary Recycling of Motorcycles” notification

<http://www2.suzuki.co.jp/motor/recycle/index.html>

*¹ This value is calculated for individual categories based on results supplied by 14 disposal and recycling facilities. The recycling ratio for scooters, including business models, is 84.8%, while the ratio for motorcycles is 89.7%.

*² This fee is fixed nationwide and charged per motorcycle regardless of the size of engine displacement. Postal monetary transfer fee, collection fee to the registered dealer, and transportation fee to the designated collection center are not included in the fee.

☞ Refer to page 10 in the “Reference Information & Data” section for more information on voluntary Activities for recycling motorcycles.

3 Promoting the Three Rs (Collecting and Recycling Bumpers)

In an effort to use resources more effectively and reduce costs, we have been collecting and recycling used bumpers that have been removed from the automobile due to repairs or replacement since 1994.

At the start we collected bumpers as is however, after the year 2000, we installed bumper shredding machines at our dealers nationwide (a portion of dealers excluded). With this system in place we began collecting shredded bumper material. Utilizing the bumper shredding machines reduced material volume to 1/6 of the previous amount and reduced distribution costs.

The collected bumpers are recycled and reused in parts such as fuel tank covers, seat under tray, etc. The recycled materials are used in fuel tank covers on the New Alto, which went on sale in September 2004, and also in fuel tank covers and footrests on the New Swift, which went on sale in November 2004.

☞ Refer to page 11 in the “Reference Information & Data” section for information on collecting and recycling used bumpers.

Environmentally Friendly Offices

Being company that sells products that are environmentally friendly, we are also conscious of environmental conservation through activities in our work place. This section introduces every day environmental activities that take place in the office.

1 Promoting Energy Reduction

■ Introducing Low Pollution Vehicles

We have been introducing low pollution vehicles into our business vehicle fleet (company vehicles used by our employees for business activities). Originally, this program called for 50% of the fleet to be made up of low pollution type vehicles by the end of March 2005. It was achieved however, by March of 2004, one year ahead of schedule. This proportion has been maintained since then. As our older vehicles need replacing we will continue introducing low pollution vehicles into our fleet. Our next goal is to have a fleet that consists of 70% low pollution type vehicles by the end of March 2006, and 80% by the end of March 2008.

* Out of a fleet of 262 vehicles, there were a total of 129 low emission vehicles at the end of March 2005. Included in the total are four hybrid vehicles.

■ Stop Idling Campaign

Four years have passed since the start of our “Stop Idling Campaign” in fiscal 2002. Its goal is to eliminate unnecessary idling when employees are driving our fleet vehicles or during their commute to work. We try to improve things that are close to us when promoting environmental activities.

Distributor Environmental Activities

– Suzuki Motor Sales Tokushima

Suzuki Motor Sales Tokushima took part in environmental campaigns sponsored by the prefectural government and the Ministry of the Environment.

10 branches of Suzuki Motor Sales Tokushima joined the “Businesses Supporting Idling Stop”^{*1} campaign sponsored by Tokushima Prefecture, and they try to prevent generation of nitrogen oxide and CO₂.

They also joined the “Black Illumination 2005”^{*2} campaign on June 19, 2005 which was sponsored by the Ministry of the Environment. Participants turned off illuminated signs and exterior lighting between the hours of 8:00PM and 10:00PM to increase global warming awareness.



*1 Offices and businesses participating in the campaign in Tokushima, ask their customers to stop idling while parked in their business parking lots.

*2 From 2003, the “Black Illumination” campaign asks facilities and homes to turn off lights between the hours of 8:00PM and 10:00PM on the day of the summer solstice.

2 Promoting Green Purchasing

Suzuki is a participant in the “Green Purchasing Network” (GPN) to promote green purchasing based on the Green Purchasing Standards established by the GPN.

At present all paper used in our offices is recycled paper. We

have specified 76 items in our office supplies that are all environmentally friendly.

In the future we will make greater efforts to introduce products with less environmental impact.

3 Promoting the Three Rs (Recycling Paper)

Newspapers, magazines, catalogs, and cardboard are sorted and collected for recycling at our head office. Classified documents are burned in the incinerator at the Kosai plant, and the ash, burnt residue, etc., are recycled as material for cement. We stopped burning and started recycling classified documents from

July 2005 (amount incinerated in fiscal 2004: 109,070t).

☞ Refer to page 12 in the “Reference Information & Data” section for more information on the flow of waste disposal and disposal costs.

Environmental Education and Information Disclosure

As the company manages its business activities, we provide our employees with environmental education in order to promote communication with our customers and the area residents. This section describes our in-house education system and provision of information.

1 Environmental Education

In order to promote a deeper awareness of our environmental conservation activities we provide education for new employees, functional sections, and managers.



New Employee Education

Training for Functional Sections

To enhance performance in the workplace, seminars are held for employees to help them better understand environmental measures in our company, and the purpose, value, and results that come from gaining certification.

Education According to Job Level

As a part of our employee education program, we have carried out environmental education programs for new employees, functional sections within the company, and in-house inspector programs for managerial positions.

Also, our factories have carried out educational programs for employees whose jobs deal with processes that have an impact on the environment. A total of 463 programs were held - 449 programs for new employees, executives, etc., and 14 programs covering the overall factories.

Education to Obtain Special Qualifications

We encourage employees to obtain special qualifications relating to the environment. The number of those gaining such qualifications includes 163 managers for pollution prevention, 45 energy managers, 405 in-house inspectors, etc.

Overseas Trainees

Focused on plant managers, production engineers, and designers, this program accepted 277 trainees from abroad in fiscal 2004. Trainees are given environmental education on subjects such as “Environmental Concepts in the Factory”, “Separating Wastes for Disposal”, “Dumping Liquid Wastes into Factory Drains is Prohibited”, etc.

2 Providing Environmental Information

Community Information Exchange

We regularly carry out exchange meetings with local residents to ask their views on improvement programs. Five meetings took place at five plants in fiscal 2004. 500 plant tours were conducted at six plants.



Community exchange meeting (Kosai plant)

Providing Environmental Information

Environmental information is provided through the methods listed below.

- Booklets (Environment and Social Report, Annual Report, Etc.)
- Internet (homepage)
- Events (Exhibition of Low Emissions Vehicles, etc.)
- Catalogs
- Advertising (Corporate brochures, corporate advertisements)



Shizuoka Environment and Forest Fair



2004 Suzuki Environment and Social Report



For all inquiries, please contact

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Published: December, 2005

This report is also available on our homepage.
<http://www.globalsuzuki.com/>