



SUZUKI MOTOR CORPORATION

# **Sustainability Report**

# **2021**

# Suzuki Sustainability Report 2021 CONTENTS

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## Editorial Policy

### About this report

Sustainability Report 2021 introduces various ESG (Environment, Social and Governance) initiatives conducted by the Suzuki Group. For this fiscal year, we have further fulfilled its contents, aiming to deepen understanding of the Group's initiatives among our stakeholders.

### Suzuki Website

The report can be viewed in HTML version at Suzuki's corporate website. <https://www.globalsuzuki.com/corporate/environmental/> ESG index is also available at this page, which enables easy access to ESG information according to their contents.

### Period Covered

The period covered by this report is the FY2020 (from 1 April 2020 through 31 March 2021). However, this report also contains descriptions on some activities taking place before or after that time period.

### Date of Publication

January 2022  
(Date of previous publication: March 2021, Scheduled date of next publication: Autumn 2022)

### Referred Guidelines

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

### Information Covered

This report covers information about not only Suzuki Motor Corporation, but also domestic and overseas Suzuki Group companies. (Unless "related companies", "dealers", or "overseas" is indicated in each description, the information is related to Suzuki Motor Corporation.)

"Domestic plants" in this report refers to 5 plants in Japan: Kosai Plant, Iwata Plant, Sagara Plant, Hamamatsu Plant, and Osuka Plant.

### Disclaimer

- Please note that the website addresses indicated in this report may be changed without notice.
- Forecasts and plans covered in this report are judged by the Company, based on currently available information and assumptions. Please note that the actual results may greatly vary by the changes of various factors.

### Publisher

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## Top Message



### Launch of a New Management Structure and Suzuki's Strengths

Suzuki celebrated its 100th anniversary in March 2020. As we embarked on our next 100 years, we launched a new management structure to start up a "New Suzuki" with the aim of contributing to a sustainable society. Even with the new management team, my personal belief is that Suzuki's mission is to "continue to be an indispensable presence by staying closely attuned to people's lives and providing mobility for local transportation."

Suzuki's extensive lineup of automobiles, motorcycles, outboard motors, and electro senior vehicles serves as a strength that was built up under the extended leadership of our former chairman. Furthermore, in line with the basic policy of "Sho-Sho-Kei-Tan-Bi" (an abbreviation for Japanese meaning "smaller," "fewer," "lighter," "shorter," and "neater"), Suzuki has continuously advanced these products at affordable prices. This product lineup is a strength that enables us to realize the recent watchwords of "personal mobility rather than automobiles" and "supporting the last mile."

Our vision for realizing Suzuki's mission is to "become a life infrastructure company that solves mobility issues encountered by numerous people each day, and that energizes many people and revitalizes the economy." In other words, I believe that to fully deploy Suzuki's strengths throughout society, we must make proposals with a holistic view of the entire environment surrounding our products. This includes not only the actual products but also related infrastructure and the structures that will be used with our products. To respond to the need for realizing the ideal form of mobility that supports people's lives in the future, we aim to create new value matched to the needs of society by integrating all our businesses, including electro senior vehicles. These efforts will include thinking of automobiles as a form of personal mobility that incorporates various concepts related to motorcycles instead of advancing motorcycle and automobile technologies separately as we further pursue the true meaning of Sho (smaller) in "Sho-Sho-Kei-Tan-Bi," which is Suzuki's strength.

Under the new management structure, Suzuki launched the New Mobility Service Division and the EV Operations Division that eliminate barriers between motorcycles and automobiles while revising its internal information sharing system and establishing an environment for facilitating flexible ideas and efficient cooperation. Recognizing the importance of encouraging all officers and employees to promote internal communication and incorporate new perspectives and different ways of thinking, we will work as one team in addressing various issues while mutually listening to each other's opinions.

### Environment Surrounding Automobiles and Suzuki's Response to CASE Technology

The automobile industry is currently in the midst of accelerating technological innovations typified by CASE (Connected, Autonomous, Shared & Services, Electric) as the industry moves toward the next generation. By advancing technologies in these four areas, each manufacturer is steering toward a mobility service business.

To speed up its response to CASE under these circumstances, Suzuki newly established the aforementioned New Mobility Service Division in October 2020 and the EV Operations Division in July 2021.

In addition, in July 2021 Suzuki announced that together with Daihatsu Motor Co., Ltd. it will participate in the Commercial Japan Partnership (CJP), a commercial vehicles project launched by Toyota Motor Corporation, Hino Motors Limited and Isuzu Motors Limited in April 2020.

Minivehicles now account for around 31 million of the approximately 78 million vehicles on the road in Japan, and are instrumental in people's daily lives, especially in rural areas. Among these, mini-commercial vehicles play a key role in supporting last-mile logistics. The addition of Suzuki and Daihatsu to CJP will enable improvements in the efficiency of integrated logistics, from trucks to mini-commercial vehicles.



Press conference announcing the participation in CJP (July 2021)

### New Mid-Term Management Plan

In February 2021, Suzuki formulated a new Mid-Term Management Plan (April 2021 to March 2026) "Sho-Sho-Kei-Tan-Bi". Under this plan, we aim to return to our origins of "focusing on the customer" inherited from our founder and provide valuable products and services by pursuing the concept of "smaller, fewer, lighter, shorter and neater."

In this management plan, Suzuki has clearly articulated its initiatives amid the global trend toward carbon neutrality and will prioritize the three key issues of "CO<sub>2</sub> emissions in use," "CO<sub>2</sub> emissions from production," and "quality assurance." We regard the five years of this plan as a period for creating a foundation for building on our electrification technologies in anticipation of 2030 and will proactively promote various technological developments to attain this goal.

There are even some automakers around the world that are setting the ambitious goal of converting all models to electric vehicles (EVs) by 2030. However, most of Suzuki's customers are ordinary consumers and the existence of our business necessitates us to stay closely attuned to their needs. For precisely this reason, instead of rushing too far ahead and focusing solely on advancing technologies, we must first consider what kinds of vehicles our customers will actually need and use in the coming years. In collaboration with the national and local governments, we wish to move forward by giving consideration to what is needed in society for electrified vehicles to be prevalent, such as charging stations and other infrastructure, and by contemplating what must be done to small vehicles.

In addition, we need to place emphasis on quality more than ever before to address the sophistication of automobile technologies accompanying electrification and software development. We aim to create valuable products that offer superb quality and affordability from the customer's perspective. At the same time, while heeding the lessons learned from past recalls, we will redouble efforts toward the prompt investigations of causes of product defects and implementation of countermeasures, strive for product manufacturing with less variants, and expand traceability management to prevent the occurrence of quality issues, enable early detection of problems, and avert the outflow of defective products.



### Toward Solving Social Issues

There is an urgent need to resolve globally common social issues such as achieving the Sustainable Development Goals (SDGs). To date, Suzuki has contributed to the development and spread of environment-friendly small cars and the creation of jobs in emerging countries. Suzuki will continue to consider what it can do for and what is needed by society as it works toward solving social issues while earning profits through business activities that leverage its strengths.

On the environmental front, Suzuki formulated Environmental Vision 2050. Under this vision, we have set challenging goals with an eye toward 2050 based on four themes of "mitigation of climate change," which we place particular focus on, "air conservation," "water resource conservation," and "resource circulation." Through manufacturing, Suzuki is making efforts to not only reduce its carbon footprint, but also to recycle resources and reduce the burden on the water environment. In 2021, Suzuki also commenced various innovative initiatives through its businesses, such as introducing the device for outboard motors to collect marine microplastics.



Having people capable of generating ideas for and actively working on such initiatives will become increasingly crucial. It is often said that “companies are made up of people.” However, without an environment in which employees can thrive, such imaginative ideas will never be born. For this reason, it is important for all employees to share information and move into action. As such, we are working to create open workplaces with active communication that enable easy exchanges of opinions and consultations. Labor-management strife that once occurred in India was solved by mutually sharing information and ideas through persistent communication, and unity there has since been strengthened.

Communication is also important from the perspective of compliance. Regarding the case of improper conduct during final vehicle inspections, as our efforts were insufficient for confirming what was occurring and identifying the problems at inspection sites, we failed to make needed improvements. We are now pushing ahead with various improvements by automating inspections to reduce workloads and taking other measures so that inspectors can feel a sense of reassurance and devote themselves to their work in compliance with applicable laws, regulations, and rules.

Turning to corporate governance, I believe that diversity in the composition of the Board of Directors is also important. For example, advice from outside directors with knowledge that differs from that of someone inside Suzuki serves as a good stimulus while repeated discussions often yield positive results. One person alone cannot manage a company so Team Suzuki must work as one. Here, as well, communication among a variety of people is the key.

I should point out that the importance of diversity is not limited to the Board of Directors. For a company on the scale of Suzuki, with its extensive range of customers and stakeholders, respecting and incorporating diverse opinions and ideas is paramount. We will also strive to create work environments in which human resources from extensive backgrounds can flourish in the most suitable jobs and demonstrate their abilities regardless of gender, nationality, age, and disabilities.

Suzuki will continue to hold dialogue after properly communicating to stakeholders how we plan to realize our management philosophy while making the most of our strengths as well as the ways we will contribute to a sustainable society. I believe that fulfilling this mission is crucial.

Each officer and employee will once again return to the mission statement of “Develop products of superior value by focusing on the customer” with a strong awareness of creating environment-friendly products demanded by customers. At the same time, we will also pursue the concept of “Sho-Sho-Kei-Tan-Bi” in every area to contribute to the realization of sustainable management and a sustainable society.



**Toshihiro Suzuki**  
Representative Director and President

<Special Topics> Suzuki Mid-Term Management Plan (April 2021 to March 2026)  
- “Smaller, Fewer, Lighter, Shorter, Neater” -

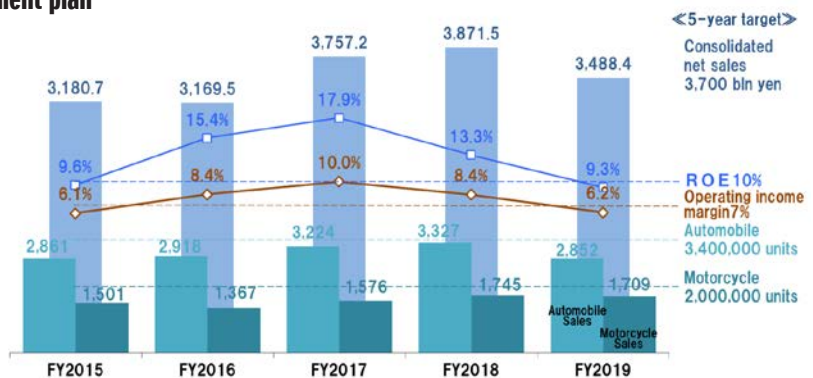


Suzuki celebrated its 100th anniversary in March 2020. Over the past 100 years, we have taken on many challenges, including looms, motorcycles, automobiles, and outboard motors. Based on the unwavering commitment to “Focusing on the customer” inherited from our founder, we will make even greater efforts to provide customers with the value of “Sho-Sho-Kei-Tan-Bi” through our products and services.

Suzuki will stay focused on the customer throughout the next 100 years, and with our “Sho-Sho-Kei-Tan-Bi” concept, we strive to create value-packed products and services. We would like to convey our thought together with the slogan of “Small cars for a big future.”

● Review of the previous mid-term management plan

- Net sales target achieved in FY2017 and FY2018
- Operating profit ratio target achieved in FY2016 to FY2018
- Target not achieved in its final year of FY2020



(Review and determination)

- Frequent quality problems and recalls
- Fraud in fuel efficiency tests and final inspection
- Delay in CASE development



Return to basics in the Mission Statement by founder Michio Suzuki  
“If the customer needs something we must do whatever we can to respond. Hard work guarantees success.”

● Suzuki's Commitment

Assure people's “means of mobility”

- Mini-cars in Japan function as local transportation and is an indispensable means of living.
- As a mobility company, Suzuki contributes to the environment providing small products worldwide.

Emerging economies continue to be a pillar of growth

- Providing economical and quality products and services to customers in emerging countries
- Emerging economies as a pillar of Suzuki's future growth, anticipating the medium-and long-term development



● **New mid-term management plan**

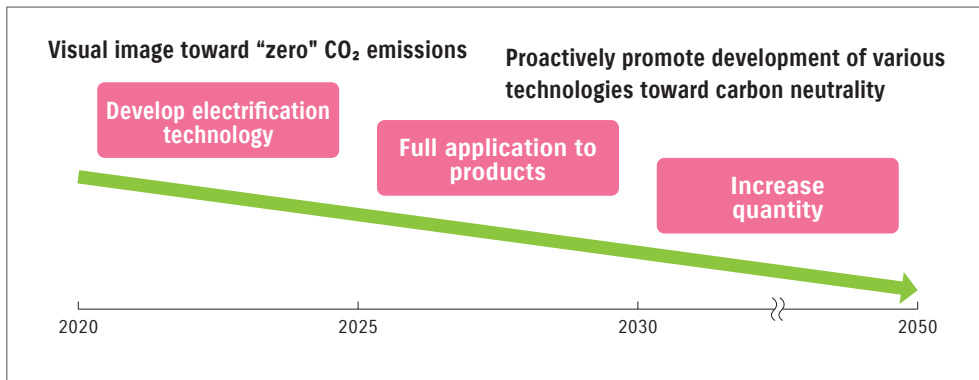
Amid the global trend toward carbon neutrality, it is necessary to place even greater emphasis on quality as shift to electrification and software development are to take place. Therefore, we will give priority to three issues: CO<sub>2</sub> emissions in use, CO<sub>2</sub> emissions from production, and quality assurance.

**Top priority on the following three issues**

- 1. CO<sub>2</sub> emissions in use**
- 2. CO<sub>2</sub> emissions from production**
- 3. Quality assurance**

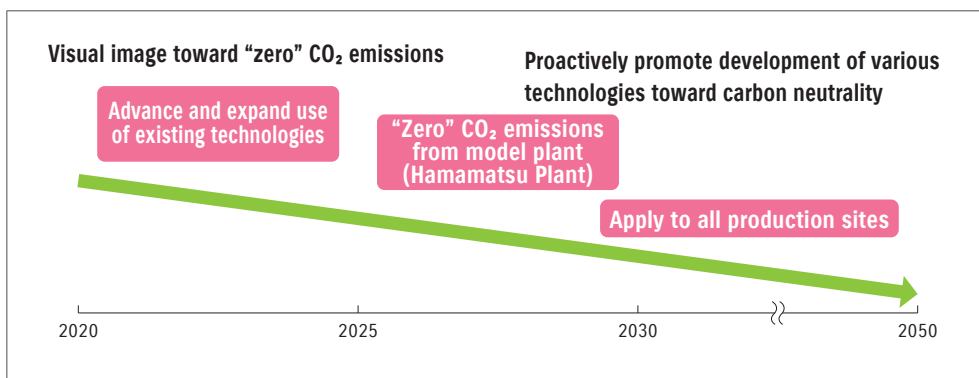
**1. CO<sub>2</sub> emissions in use**

With regard to CO<sub>2</sub> emissions in use, we will develop electrification technologies by 2025, fully implement these technologies in products from 2025, and make full-scale quantitative increase from 2030. In order for Suzuki to prevail in 2025 and beyond, we will intensively engage in the development of electrification technologies. These include a hybrid system for mini, compact, and commercial vehicles as well as plug-in hybrid models evolved from Suzuki's hybrid system. In the field of electric vehicles (EVs), we will develop mini and compact EVs. Joint development will also be carried out with Toyota Motor Corporation.



**2. CO<sub>2</sub> emissions from production**

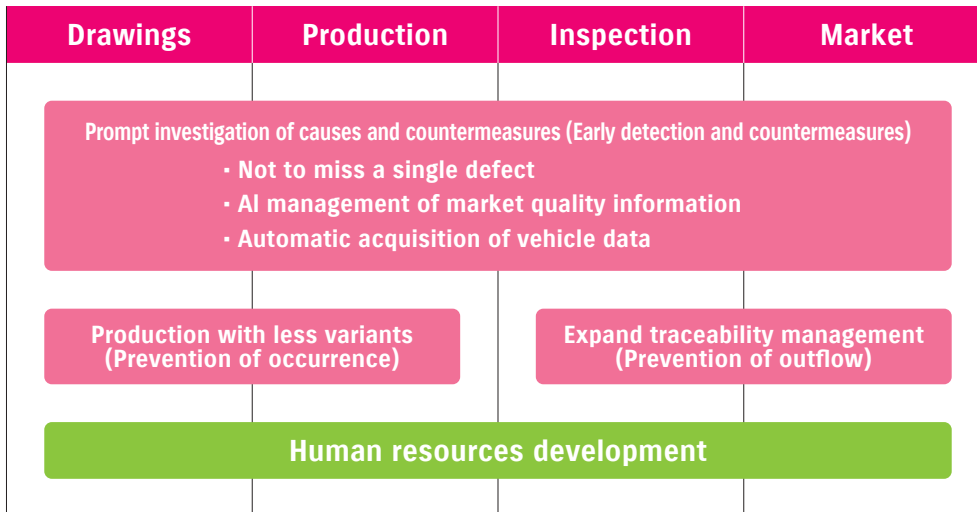
With regard to CO<sub>2</sub> emissions from production, we will advance and expand the use of existing technologies and develop new technologies during the period covered by the mid-term management plan. We will also engage in field testing to achieve zero CO<sub>2</sub> emissions at the Hamamatsu Plant by 2030. At the same time, we will apply our results to all other production sites and take concerted efforts toward achieving zero CO<sub>2</sub> emissions in 2050.



**3. Quality assurance**

As a manufacturer, we will continue to work toward the development of new technologies. Nonetheless, technological excellence alone is not sufficient. The resulting products will not be accepted by customers unless they excel in quality and affordability. Suzuki's business can only exist when customers buy, use, and are satisfied with our products.

We will strive to prevent the occurrence, early detection, and outflow of quality problems by promptly investigating the causes and taking countermeasures, producing products with reduced variants, and expanded traceability management.



**● Business Strategy**

**Automobile**

**Japan**

- Maintain market share of 30%+ in mini segment
- Increase compact car sales by 50% (vs FY2020)

**India**

- Taking the initiative in promoting electrification required by society in response to environmental issues in India
- Maintain market share of more than 50% in passenger car segment

**Electrification**

- Expand sales of models equipped with Suzuki Hybrid System
- Expand charging infrastructure to cope with future EV sales

- Promote penetration of hybrids
- Introduce EV

**Strengthen sales capability**

- Strengthen distributor function
- Update direct sales outlet, increase sales and service personnel
- Digitization for effective sales

- Increase number of rural small outlets, allocate circuit service car
- Develop demand in rural areas
- Increase sales efficiency through digitization

**Enhance product lineup**

- Enhance lineup of compact cars
- Strengthen preventive safety technology
- Continuous introduction of new models

- Strengthen SUV segment
- Promote CNG cars

**Production**

- Flexible production operations to meet the changes in demand
- BCP administration of supply chain

- Strengthen production capacity in line with the growth of the Indian market

**Alliance with Toyota Motor Corporation**

**Deepening of alliances**

Cooperation in electrification

Collaboration in Africa

Complementing products and components

Motorcycles

**2 million sales units, Secure operating profit of 5% or more**

Commonization

- Commonization of platform
- Attractive and diverse lineup

Electrification

- Introduction of EV scooters

Marine

**Net sales target ¥100 billion**

Earnings increase

- Increase sales of large 4-stroke models (leisure use)
- 2 stroke models → 4 stroke (business use)

Comprehensive brand recognition

- Promote Clean Ocean Project with customer participation

New technologies

- New technologies including electrification
- Integrated vessel controls



Efforts for SDGs

**Contribute to solve social issues while earning profits from business activities**

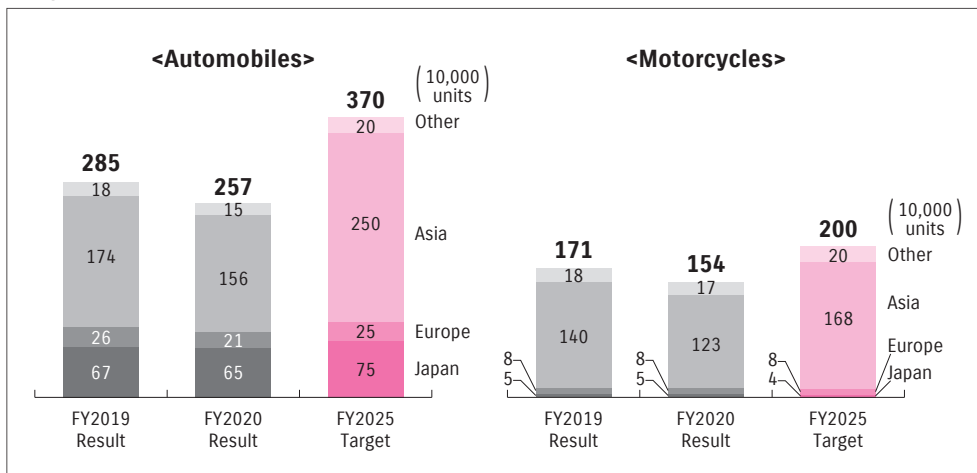


● Management performance targets

		FY2019 Result	FY2020 Result	FY2025 Target
Performance	Net Sales	3.4884 trillion yen	3.1782 trillion yen	4.8 trillion yen
	Operating income margin	6.2%	6.1%	5.5%
Shareholder return	ROE	9.3%	9.2%	8.0%
	Payout ratio	29.7%	29.8%	30.0%
Investment	R&D	148.1 billion yen	146.2 billion yen	1.0 trillion yen/5 years (200.0 billion/year)
	Capital Investment	236.4 billion yen	170.9 billion yen	1.2 trillion yen/5 years (240.0 billion/year)
Global sales	Automobiles	2.85 million units	2.57 million units	3.7 million units
	Motorcycles	1.71 million units	1.54 million units	2.0 million units

Note. Exchange rate assumptions ... US \$1 = 104 yen, 1 Euro = 124 yen, 1 INR = 1.42 yen

● Global sales target



## Corporate Philosophy

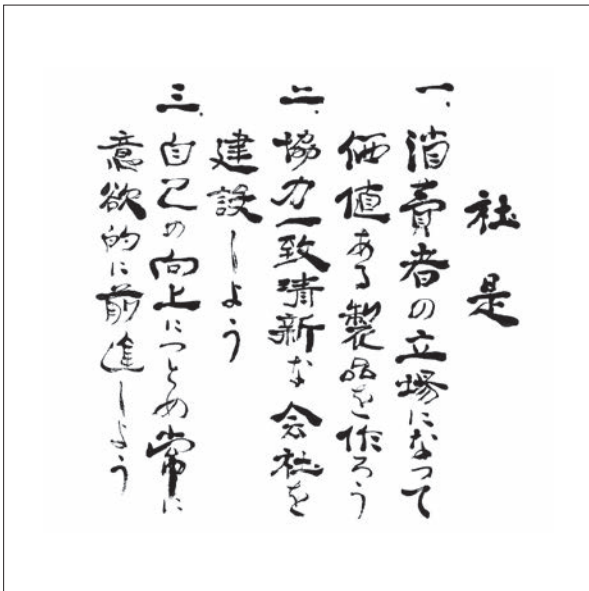
### Basic policy for company management

The Group has been placing the motto “Develop products of superior value by focusing on the customer” as the first paragraph of the mission statement. We will continuously strive for making truly valuable products that satisfy our customers.

Under the slogan “Small cars for a big future”, we will work toward manufacture of “small cars” and “environmentally-friendly products” which are demanded by our customers. We will also work on lean, efficient and sound management by emphasizing the “Smaller, Fewer, Lighter, Shorter and Neater” concept in all areas while complying with laws and prioritizing safety and quality.

### Mission statement

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



#### Suzuki Group Mission Statement (established in 1962)

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

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

With the motto “products of superior value”, which is mentioned in the first paragraph of the Mission Statement, all employees of the Suzuki Group are making daily efforts as value creators.

### Smaller, Fewer, Lighter, Shorter, and Neater

“Smaller, fewer, lighter, shorter, and neater” has been used for long years and it has become established as words to simply express Suzuki's philosophy and culture.

“Smaller” leads to enhanced efficiency by making things compact, “fewer” optimally distributes resources by omitting wastes, “lighter” slims down for enhanced efficiency, and “shorter” speeds up decision-making, action and reporting, communication, and consultation processes.

In addition, the meaning behind “neater” is that all activities are for the best interest of our customers, that the customers can be satisfied for the first time once we meet all criteria of performance, quality, cost, reliability, safety and security, and compliance.

In order to provide products of superior value by focusing on the customer, the Company will continue conducting the “smaller, fewer, lighter, shorter and neater” in manufacturing and all other operations.



## Suzuki Group Code of Conduct

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

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

### Suzuki Group Code of Conduct (excerpt)

For Our Customers	(1) Realization of Products and Services of Superior Value	Suzuki Group will provide customers with products and services exceeding their expectation as in line with the spirit “Develop products of superior value by focusing on the customer” which is listed as the first item in our “Mission Statement”.
	(2) Activities on Quality	Suzuki Group will develop and produce high quality products which customers can use in relief and will provide aftersales services considering customers’ safety and security with first priority. If by any chance a quality related problem occurs, Suzuki Group will devote its sincere efforts to react on customer’s voice, grasp the problem at an early stage and take measures with thorough investigation into the causes so that the customer can continue using Suzuki products in relief.
For a Better Working Environment	(3) Respect of Human Rights	Suzuki Group will be aware of international norms pertaining to human rights and respect fundamental human rights with reference to laws in each country or region.
	(4) Occupational Safety-Traffic Safety	Suzuki Group will review the workplace environment to create safe workplace. Suzuki Group will thoroughly carry out education on safety to prevent occurrence of occupational injury.
	(5) Promoting Kaizen Activities and Observing Basic Business Rules	Suzuki Group encourages employees to come up with inventive ideas to improve the workplace. Suggestions from employees on Kaizen will be evaluated and effective measures will be adopted and widespread amongst Suzuki Group companies for a growth of the entire Group. Suzuki Group will create basic rules on our work for the employees to follow.
For Shareholders and All Other Stakeholders	(6) Compliance	While acknowledging the existence of difference in laws related to competition such as Antitrust Law and laws related to fair trading by each country or region, Suzuki Group will grasp the difference and carry out training on employees to observe laws and societal norms in their respective countries and regions.
	(7) Environmental Activities	In order to hand over the beautiful earth and affluent society to the next generations, we must all realize that actions of each and every one of us have a large effect on our earth’s future, and therefore, Suzuki Group will make every effort to preserve global environment.
	(8) Refusing Relations with Antisocial Forces	Suzuki Group will thoroughly refuse any relationships with antisocial forces and organizations which are threatening the order and safety of civil society.

# Sustainability Policy

## Structure for promoting sustainability

At the Executive Committee meetings attended by Representative Directors and Directors and Managing Officers concerned, issues, policies, and measures concerning sustainable activities are discussed. Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole, aims to promote viable sustainable activities.

Following the organizational change in September 2021, we established the Sustainability Promotion Department within the Corporate Planning Office to promote cross-organizational initiatives to respond to social issues, including the SDGs.

## Defining materiality (key issues)

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

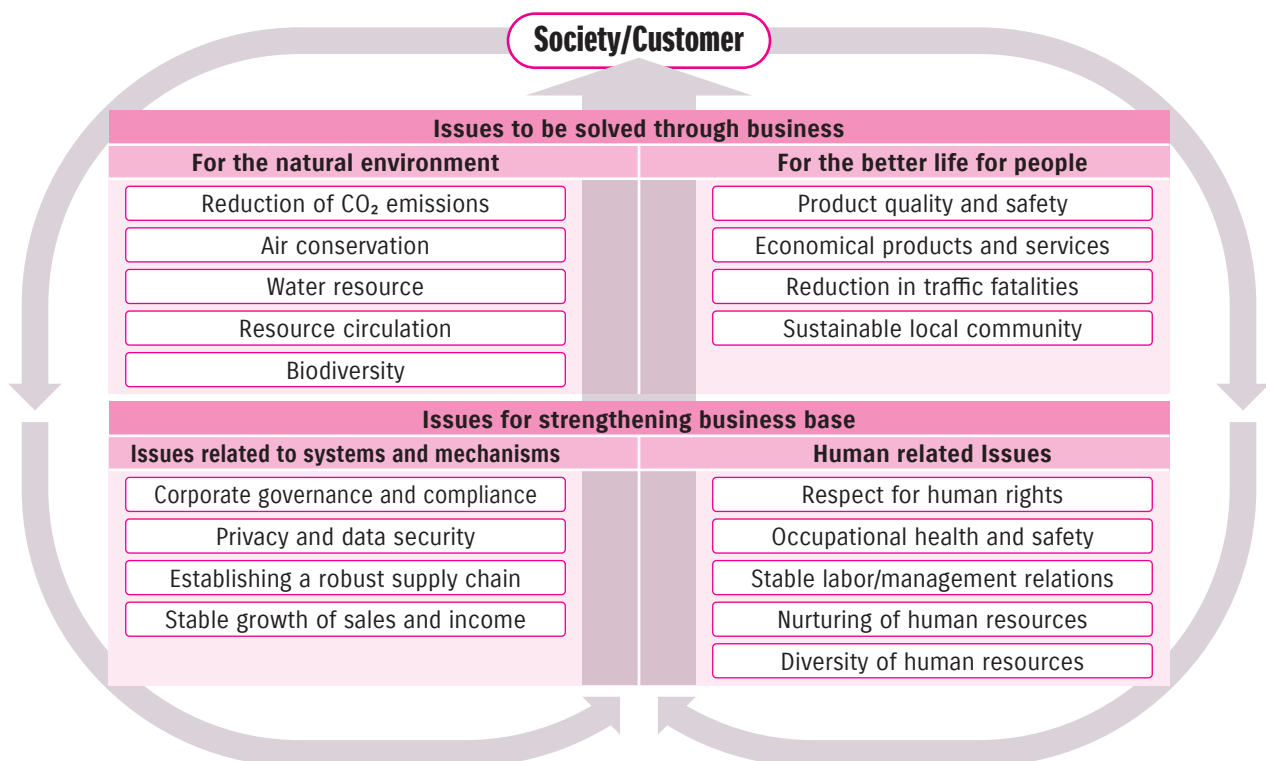
### Steps in defining materiality

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

### Materiality matrix

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

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



## Efforts for SDGs

The Suzuki Group supports SDGs and will actively take responsibilities in goals that we can contribute in their achievements through our business activities.

Suzuki contributed to creating jobs in emerging countries, through development and penetration of environmentally friendly compact cars. Through business activities that take advantage of Suzuki's strengths, Suzuki will contribute to solve social issues while increasing profits.

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



## Through our business



### For the natural environment

- Reduction in amount of CO<sub>2</sub> emitted →P.38, 54, 65, 68
- Air conservation →P.48, 53, 62
- Water resource →P.50, 60, 64
- Resource circulation →P.46, 58, 66, 69
- Biodiversity →P.33
- Suzuki Clean Ocean Project →P.37

### For the better life for people

- Product quality →P.73
- Suzuki Safety Support →P.77
- Alliance with Toyota Motor Corporation, CJP collaboration →P.4, 8

## Through strengthening business base



### Issues related to systems and mechanisms

- Corporate governance →P.124
- Compliance →P.130

### Human related issues

- Respect for human rights →P.14, 79
- Occupational health and safety →P.82, 87, 92
- Health care →P.83
- Nurturing of human resources →P.86, 91
- Diversity of human resources →P.88

## Through our community contribution activities



- Traffic safety activities →P.76, 78, 102, 107, 108
- Educational supports →P.97, 100, 102, 107, 108, 120
- Disaster support activities →P.96, 108, 135
- Forest conservation activities →P.35, 108
- Other social contribution activities →P.95, 102, 107, 108

## Policy for stakeholders

Main stakeholders	Policy	Ways of dialogue and communication
Customers	<b>For Customer Satisfaction</b> While keeping in step with the times and taking the opinions of the public into full consideration, use our knowledge and skills to create useful products of real value that satisfy the customer. Do our best to provide quick, reliable, and stress-free sales and after-sales services in order to enhance customer satisfaction.	<ul style="list-style-type: none"> <li>· Marketing activity (sales and after-service)</li> <li>· Customer Relations Office</li> <li>· Customer events</li> <li>· Safety driving lectures, etc.</li> </ul>
Business Partners	<b>For Prosperous Coexistence</b> Cooperate with our business partners on even ground to maintain confidential and prosperous relationships for manufacturing value-packed products while practicing initiatives for compliance to laws and regulations, respect of human rights, and preservation of the environment.	<ul style="list-style-type: none"> <li>· Presentation of procurement policy</li> <li>· Procurement activity</li> <li>· Co-development</li> <li>· Trading of opinions between the management or persons in charge, etc.</li> </ul>
Shareholders & Investors	<b>For Improvement of Corporate Value</b> Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce management base and improve our corporate value.	<ul style="list-style-type: none"> <li>· Annual General Meeting of Shareholders</li> <li>· Presentation for institutional investors</li> <li>· IR events for individual investors</li> <li>· Publication of various reports, etc.</li> </ul>
Employees	<b>For Comfortable and Worthwhile Workplaces</b> Create a workplace based on the following points that allows for employee self-improvement and advancement. <ol style="list-style-type: none"> <li>1. Create a safe and healthy workplace for employees.</li> <li>2. Create a system that fairly evaluates and supports those who want to take the initiative in advancing their careers.</li> <li>3. Create a good and stable employer-employee relationship.</li> </ol>	<ul style="list-style-type: none"> <li>· Safety and health committee</li> <li>· Consultation desk</li> <li>· Goal-challenging system</li> <li>· Self-actualization system</li> <li>· In-house education and training program</li> <li>· Labor-management consultations, etc.</li> </ul>
Local Community	<b>For a Community-Friendly Company</b> Contribute to the development of social community through positive communications with local communities and social action programs, and act as a responsible member of society.	<ul style="list-style-type: none"> <li>· Local contribution activities in each domestic and overseas office</li> <li>· Educational support activity</li> <li>· Suzuki Plaza, etc.</li> </ul>
Environment	<b>For Global Environmental Conservation</b> We acknowledge that activities in environmental conservation are the most important part of business management. Environmental conservation is promoted in accordance with our "Suzuki Global Environment Charter" through our business activities and products in order to achieve a society with sustainable development.	<ul style="list-style-type: none"> <li>· Establishment, promotion, and reporting of Environment Plan 2020</li> <li>· Opening of and participation into various environment events</li> <li>· Environment education and lectures, etc.</li> </ul>

## Basic policy regarding human rights

As stated in the "Suzuki Group Code of Conduct", we believe that respect for human rights is the base for all corporate activities and thorough efforts are made even in the CSR activities. The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights. We will promote respect of human rights with all stakeholders.

### (Initiatives concerning human rights)

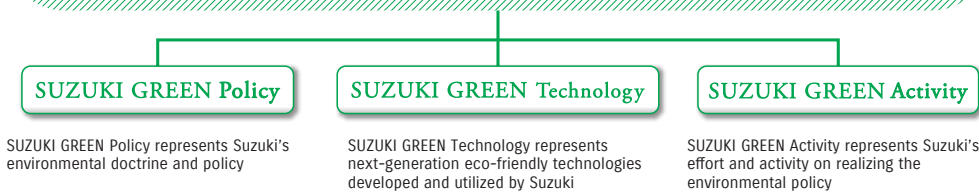
- Prohibiting all types of harassments
- Safe and healthy working environment, and good employee relations
- Eliminating discrimination in employment
- Prohibiting child labor and forced labor
- Not using conflict minerals causing human rights infringement

# Environmental

## Environmental brand **SUZUKI GREEN**

Aimed to realize the Suzuki Global Environment Charter, which sets Suzuki's philosophy and basic policy toward the environment, the environmental brand **SUZUKI GREEN** was introduced. **SUZUKI GREEN** is an environmental brand that widely appeals internally and externally by clarifying environmental **policy** and **next-generation eco-friendly technologies** and **environmental activities**.

**SUZUKI GREEN** has three categories that represent the environmental policy, next-generation eco-friendly technologies, and environmental activities, and they are stated as per below.



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# Environmental Initiatives

In order to hand over the beautiful earth and affluent society to the next generations, Suzuki regards consideration to environmental issues such as global warming as one of the most important challenges for our business activities. We are aggressively promoting reduction of environmental impact that may be generated through our R&D, production, physical distribution, marketing and office activities by establishing a group-wide environmental management system, while maintaining good communications with our individual stakeholders.

## Suzuki Global Environment Charter

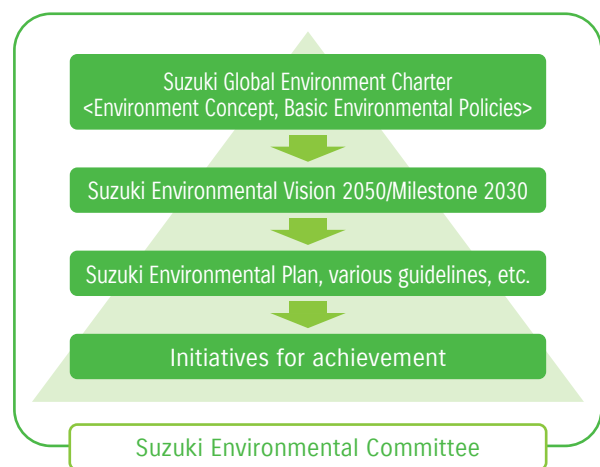
**Suzuki Global Environment Charter** (Established in 2002 and revised in 2006)

### [Environmental Concept]

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

### [Basic Environmental Policies]

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

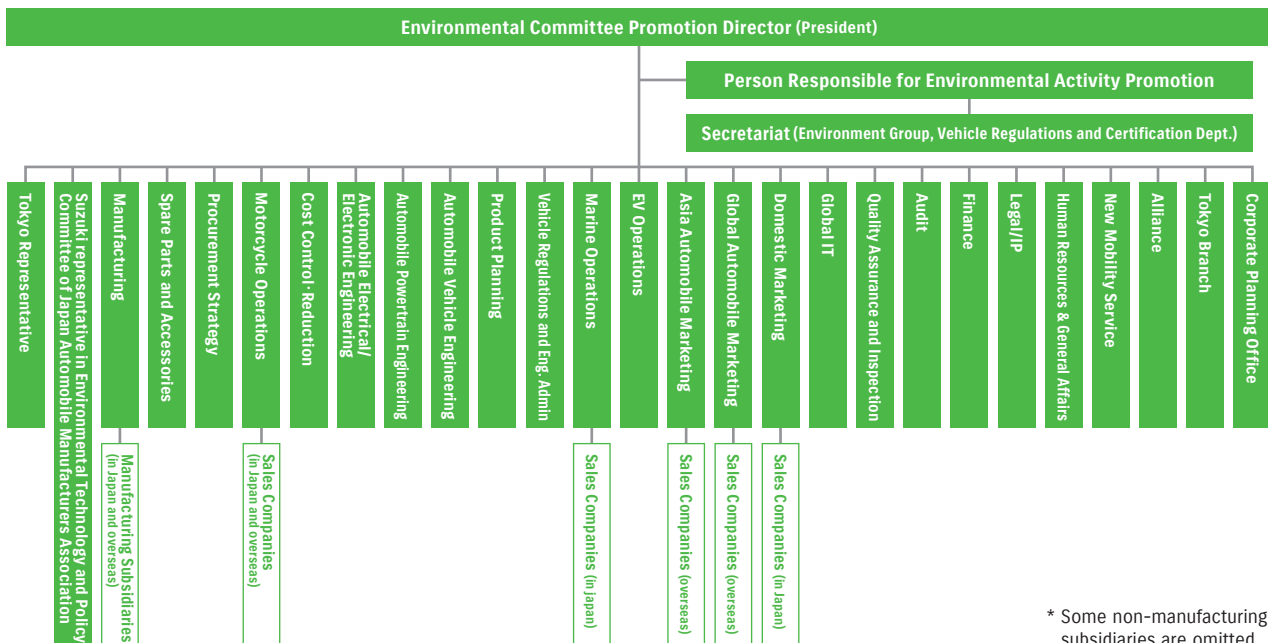


## Suzuki Group Environmental Organization

In April 2001, Suzuki established the Suzuki Environmental Committee as the top decision-making body in the environmental management system for the entire Group. Meetings by Suzuki Environmental Committee are held twice a year to determine our environmental policy and long- and mid-term environmental goals, check the progress in the existing issues, and discuss urgent problems. The Management Committee and the Board of Directors discuss and report on important issues such as environmental policy and long- and mid-term environmental targets.

**Suzuki Group Environmental Organizational Chart**

As of October 2021



\* Some non-manufacturing subsidiaries are omitted.



## Response to the TCFD's recommendations

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

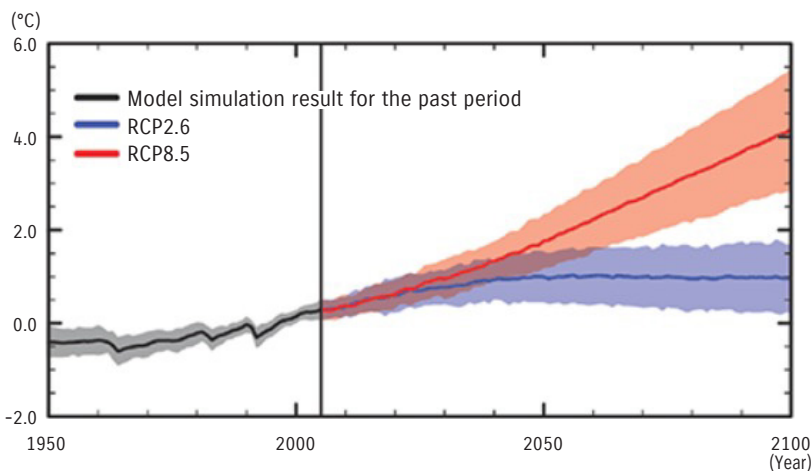


\*Established in 2015 by the Financial Stability Board (FSB), an international organization to ensure the stability of the financial market.

### Climate-related risks and opportunities, scenario analysis

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

Based on this recognition, we have evaluated differences in the impact of climate change on risks and opportunities by using two scenarios. One is the “4°C scenario” in which climate change causes marked physical effects, and the other is the “below 2°C scenario” in which mitigation measures are being implemented at an accelerated pace toward the realization of the Paris Agreement. In assuming these scenarios, we have referred to externally developed scenarios that are based on the scientific knowledge of the International Energy Agency (IEA), Intergovernmental Panel on Climate Change (IPCC), and other organizations.



#### 4°C scenario without mitigation

##### Climate change causing a large impact

- ✓ Considerably stricter regulations than current ones not adopted
- ✓ Intensifying natural disasters (e.g., torrential rains and heat waves)
- ✓ A rise of 3.2-5.4°C from pre-industrial temperatures

#### Below 2°C scenario with stringent mitigation

##### New or reinforced policies causing a large impact

- ✓ Stricter regulations adopted at an accelerated pace
- ✓ Severity of natural disasters unchanged
- ✓ A rise of 0.9-2.3°C from pre-industrial temperatures

Source: IPCC AR5 WG1 SPM Fig SPM, 7(a)

### <Climate-related risks and opportunities for Suzuki>

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

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

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

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

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

	Risks	Opportunities	Status of Suzuki's response
(1) More stringent CO <sub>2</sub> and fuel efficiency standards for automobiles	<ul style="list-style-type: none"> <li>● Loss of market share due to being slow in adopting carbon neutral (electrification and other) technologies and making response in terms of costs</li> <li>● Increase in investment in development of carbon neutral technologies</li> <li>● Increase in investment in production facilities (batteries, etc.) for carbon neutral technologies</li> <li>● Payment of fines and loss of sales opportunities due to regulatory non-conformance</li> </ul>	<ul style="list-style-type: none"> <li>● Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO<sub>2</sub> throughout their life cycle</li> <li>● Capturing sales opportunities by developing electrified vehicles at affordable prices</li> <li>● Contributing to sustainable economic development by leading electrification in India and emerging countries</li> </ul>	<ul style="list-style-type: none"> <li>● Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact EVs</li> <li>● Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.)</li> <li>● Deepening alliance with Toyota Motor Corporation</li> </ul>
(2) Implementation or reinforcement of carbon tax and other systems	<ul style="list-style-type: none"> <li>● Increase in investment in production facilities that implement carbon neutral technologies</li> <li>● Increase in operating costs due to carbon tax, emissions trading, carbon border adjustment mechanism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Extending energy-saving technologies that leverage the benefits of "Sho-Sho-Kei-Tan-Bi" to Group companies and business partners</li> <li>● Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting ongoing CO<sub>2</sub> reduction measures</li> <li>● Creating carbon neutral energy</li> </ul>

## Suzuki Environmental Vision 2050 - Smaller, Fewer, Lighter, Shorter, Neater -

“Smaller, fewer, lighter, shorter, and neater”: these are the words which Suzuki has been holding since the early 1990s to express the base of manufacturing.

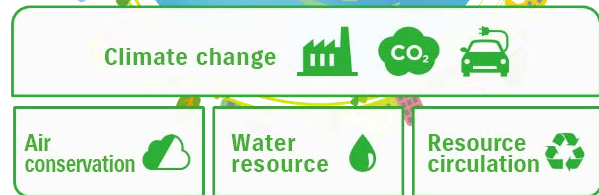
While maximizing the value offered to customers, these words are meant to make things smaller with fewer resources, with lighter weight, in shorter time and distance, and neater as much as possible.

We believe that this “smaller, fewer, lighter, shorter, and neater” concept applies to the initiatives toward tackling global environmental issues including climate change, water shortage, and resource depletion.

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

Based on the “smaller, fewer, lighter, shorter, and neater” concept, Suzuki will aim to realize our ideal future which makes environmental impact from our business activities smaller and fewer, makes environmental load lighter, shortens the time to tackle various environmental issues, and keeps the earth bountiful and beautiful.

## Suzuki Environmental Vision 2050 - Smaller, Fewer, Lighter, Shorter, Neater -

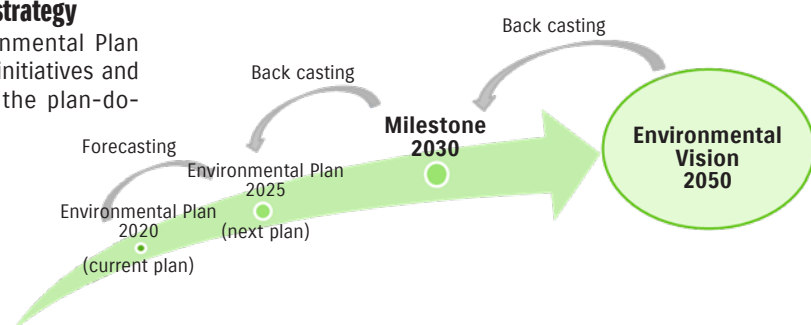


Theme		Suzuki Environmental Vision 2050	Milestone 2030
Climate change	CO <sub>2</sub> emitted from products	●Reduce CO <sub>2</sub> emitted from new automobiles by 90% in Well-to-Wheel base compared to FY2010 by 2050	●Reduce CO <sub>2</sub> emitted from new automobiles by 40% in Well-to-Wheel base compared to FY2010 by 2030
	CO <sub>2</sub> emitted from business activities	●Reduce CO <sub>2</sub> from business activities by 80% in base unit per sales unit compared to FY2016 by 2050	●Reduce CO <sub>2</sub> from business activities by 45% in base unit per sales unit compared to FY2016 by 2030
Air conservation		●Minimize air-polluting substances emitted from business activities and products by 2050	●By 2030: - Reduce use of fossil fuel in business activities and expand use of renewable energies - Contribute in improving air-pollution in each country/region by promoting development of clean products - Reduce volatile organic compounds (VOC) from manufacturing and products
Water resource		●Realize use of sustainable water resources through minimizing load on water environment by 2050	●Implement reduction of water withdrawal and purification of discharged water at all manufacturing sites through specifying water risks surrounding Suzuki by 2030
Resource circulation		●Promote reduction, recycle, and proper treatment of wastes from manufacturing activities and products through globally expanding recycling technologies and systems developed in Japan by 2050	●By 2030: - Globally expand automobile recycling system - Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electric vehicles - Mitigate waste discharge amount at global manufacturing sites - Reduce plastic packaging materials

### ●Overall image of Suzuki’s environmental strategy

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

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

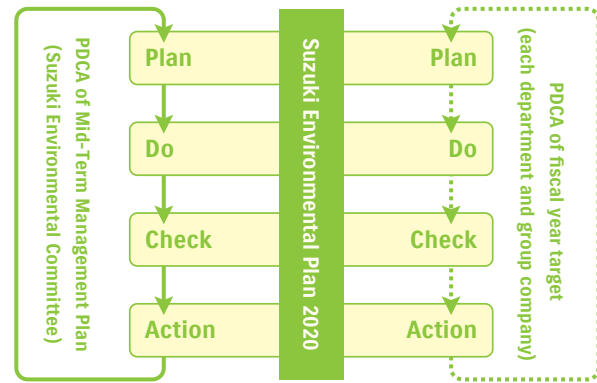


## Environmental plan

### Suzuki Environmental Plan 2020

In order to hand over the beautiful earth and affluent society to the next generations, Suzuki had established and been striving to accomplish “Suzuki Environmental Plan 2015” for environmental conservation activities from FY2012 to FY2015 based on “Suzuki Global Environment Charter”. We then established “Suzuki Environmental Plan 2020” for continuous environmental conservation activities from FY2016 to FY2020 to clearly present the direction and actions of Suzuki’s business operations in relation to environment.

As we reached the final year of the Suzuki Environmental Plan 2020, we conducted a comprehensive evaluation of our activities. We were able to achieve most of the plan’s targets, even though some were unachievable due mainly to a decline in production resulting from the COVID-19 pandemic. We will seek further improvement for items we have achieved and carefully review and reflect on those we have not. Toward the achievement of the new targets specified in the Suzuki Environmental Vision 2050 and Milestone 2030, we will carry out operations management and continuous improvement through the PDCA\* cycle and promote business activities in a way to reduce environmental impact.



\*PDCA is a way of making initiatives in a cycle of Plan, Do, Check, and Action. It not only covers planning and doing, but also checking and making actions, thereby enabling to make initiatives by constantly improving through feeding back effects and reflections.

Concrete implementation/target		Major implementation in FY2020		Achieved	
Control of global warming	Improve in fuel efficiency	Raise efficiency by improving the engine and drive system, and adopt new mechanism	Automobiles	<ul style="list-style-type: none"> <li>· Changed an internal component of the manual transmission in models sold in Europe to improve transmission efficiency, which in turn helped to increase vehicle fuel efficiency.</li> <li>· Added the same change to models manufactured in India and similarly achieved better fuel efficiency.</li> </ul>	✓
			Motorcycles	<ul style="list-style-type: none"> <li>· New Hayabusa: Reduced the weight of the reciprocating part including pistons and piston pins by 33g.</li> <li>· New Hayabusa: Reduced the drive chain weight.</li> <li>· New Hayabusa and GSX-S1000: Reduced the weight by adopting an A&amp;S clutch.</li> </ul>	✓
			Outboard motors	For the DF140BG and DF115BG, achieved a higher compression ratio and increased thermal efficiency by revising the air intake mechanism and reducing the air intake temperature within the combustion chamber.	✓
	Reduce the vehicle body weight by reviewing body structuring parts, changing materials, and reviewing manufacturing methods	Automobiles	<p>&lt;Weight reduction of the whole body&gt; Kept the body weight of the new Solio at 241kg, the same as in the previous model, while increasing its body dimensions (by 80mm in overall length and 20mm in overall width) by optimizing the cross-section shape of the frame, joint structure, and structure for mounting the rear seats and by reducing the number of reinforcing parts. Also reduced the door weight by 70g/unit by using a plastic material for the front door lower sash and by 300g/unit by making the outside mirrors smaller.</p> <p>&lt;Weight reduction of suspension&gt; Achieved a weight reduction in the new Solio by adopting the same lightweight, high-rigidity platform used in the previous Solio and XBEE and by optimizing the suspension frame structure.</p>	✓	

Concrete implementation/target		Major implementation in FY2020		Achieved	
Control of global warming	Improvement in fuel efficiency	Realize high fuel efficiency by adopting "SUZUKI GREEN Technology" etc.	Motorcycles	Reduced the weight of the new Hayabusa by 700g by modifying the pipe section of its seat rail.	✓
			Outboard motors	Achieved a weight reduction in the DF140BG and DF115BG by switching the intake manifold from aluminum to plastic.	✓
			Automobiles	<Reduction of rolling resistance> Reduced rolling resistance of the new Solio by adopting dedicated tires. <Reduction of air resistance> · Adopted new mirrors for the new Solio to reduce air resistance. Also achieved lower air resistance by optimizing the shapes of the front bumper, rear spoiler, and underfloor aerodynamic parts while maintaining design excellence. · Achieved better aerodynamic performance in the Swift sold in Europe and reduced its CO <sub>2</sub> emissions.	✓
	Reduce CO <sub>2</sub> emissions amount in use of products globally	[Automobiles] Reduce by 28% (compared to FY2005)	· Reduced by 25%. <Reasons for non-achievement> · A delay in the adoption of low CO <sub>2</sub> technologies, such as a new gasoline engine, hybrid system, and ISG, prevented sales as planned and caused non-achievement of the target.	—	
		[Motorcycles] Reduce by 20% (compared to FY2005)	· Reduced by 19%. <Reasons for non-achievement> · We achieved the target in FY2018 and FY2019 as we adopted low CO <sub>2</sub> technologies for better combustion, less friction loss, and lighter weight as planned. In FY2020, however, production of scooters that emit less CO <sub>2</sub> and are manufactured in large volume in India was suspended due to the COVID-19 pandemic, causing a drop in production volume and consequently non-achievement of the target.	—	
		[Outboard motors] Reduce by 10% (compared to FY2005)	· Reduced by 12%. · Achieved the target thanks to better fuel efficiency realized through "SUZUKI GREEN Technology."	✓	
	Development of next-generation vehicles	Develop electric vehicles suitable for small cars	Develop hybrid vehicles and electric vehicles for mini/compact cars	· Further optimized the mild hybrid system adopted in three models sold in Europe and successfully reduced CO <sub>2</sub> emissions. · Promoting development of an electric vehicle based on the results of public road testing conducted in India and Europe.	✓
		Develop lightweight, compact, and low-cost air-cooled fuel cell vehicles	[Motorcycle FCV] Implement the test on public roads in Japan, Europe, etc.	Promoting advanced development of a fuel-cell vehicle.	✓
			[Automobile FCV] Promote advanced development	Promoting advanced development of a fuel-cell vehicle.	✓
	CO <sub>2</sub> reduction activities in production	CO <sub>2</sub> reduction in production by Suzuki Group in Japan and overseas	Reduce CO <sub>2</sub> emission per global production volume* by 10% (compared to FY2010) * Value calculated by converting the ratio of the CO <sub>2</sub> emission amount per unit (automobiles, motorcycles, and outboard motors manufactured in plants in Japan) to global production volume of automobiles	· ±0% <Reasons for non-achievement> · We achieved the target in FY2018 as we shifted from LPG to city gas in Japan and expanded solar power generation overseas as planned in addition to conducting energy-saving and waste eliminating activities. The target was not achieved in FY2019 due to an economic slowdown in India and again in FY2020 as we could not absorb lower production efficiency caused by a drop in production resulting from the COVID-19 pandemic.	—



Concrete implementation/target		Major implementation in FY2020	Achieved		
Control of global warming	CO <sub>2</sub> reduction activities in logistics	<ul style="list-style-type: none"> <li>Improved transportation efficiency by reviewing transportation routes and packing style</li> <li>Improved fuel efficiency of transportation vehicles by introducing eco-drive support equipment, teaching employees economical driving, etc.</li> </ul>	Moved the operation of loading cargoes onto containers for export to some regions to a plant located near the corresponding port of loading and reduced both the distance of transportation to the port and the number of transportation between plants. ✓		
		Reduce CO <sub>2</sub> emission per sale by 14% (compared to FY2006)	<ul style="list-style-type: none"> <li>Reduced by 28%.</li> <li>Achieved the target through such efforts as reducing transportation distance by changing transportation routes.</li> </ul>	✓	
	CO <sub>2</sub> reduction activities in sales activities etc.	<p>CO<sub>2</sub> reduction activities by sales and non-manufacturing subsidiaries in Japan</p> <p>Actively promote energy-saving activities by introducing power-saving and energy-saving equipment, etc. in order to regulate global warming</p>	<ul style="list-style-type: none"> <li>Under the common environmental goal of “proactively promote energy-saving activities by introducing power- and energy-saving equipment, etc., in order to curb global warming,” 55 domestic sales companies and five non-manufacturing subsidiaries* are constantly working to save energy and water and reduce waste in business activities.</li> <li>Each of the 54 domestic automobile sales companies has introduced an Environmental Management System and is promoting company-wide improvement efforts to reduce environmental impact and comply with environmental laws and regulations.</li> </ul> <p>*Domestic sales companies: Suzuki Motor Sales Tokyo, Suzuki Motor Sales Kinki, Suzuki Motorcycle Sales, and others Non-manufacturing subsidiaries: Suzuki Business, Suzuki Transportation &amp; Packing, Suzuki PDC, Suzuki Engineering, and Suzuki Marine</p>	✓	
Promotion of environmental conservation etc.	Air pollution	Introduce low-emission vehicle appropriate for circumstances in each country	Automobiles	<ul style="list-style-type: none"> <li>Completed the work to make passenger vehicles compatible with the 2018 regulations in Japan.</li> <li>Completed the work to make passenger vehicles compatible with the Euro 6D and BS6 regulations in Europe and India, respectively.</li> <li>Working to make commercial vehicles in Japan compatible with new regulations.</li> </ul>	✓
			Motorcycles	<ul style="list-style-type: none"> <li>Released the new Hayabusa that conforms to the 2020 exhaust emission standards in Japan.</li> </ul>	✓
			Outboard motors	<ul style="list-style-type: none"> <li>All four-stroke outboard motors have satisfied the U.S. EPA*<sup>1</sup> regulations, U.S. CARB*<sup>2</sup> regulations, and EU RCD*<sup>3</sup> regulations, as well as the voluntary emission regulations of the Japan Marine Industry Association.</li> <li>Obtained three-star rating under the U.S. CARB regulations.</li> <li>Marketing the DF140BG and DF115BG as models conforming to local regulations in each country.</li> </ul> <p>*1: Environmental Protection Agency *2: California Air Resources Board *3: Recreational Craft Directive</p>	✓
		Reduction of VOC in car interior	[Automobiles] Globally promote the use of alternative materials that generate less VOC in order to improve environment in car interior	Achieved lower vehicle interior VOC concentration than the target value voluntarily set by Japan Automobile Manufacturers Association, Inc. in the new Solio as well as models that underwent minor changes, namely the Alto, Lapin, Spacia, and XBEE.	✓
		Reduction of VOC in the painting process	[Painting on body] Maintain reduction of VOC emission per painting area by 40% (compared to FY2000)	<ul style="list-style-type: none"> <li>Reduced by 42.9%.</li> <li>Achieved the target mainly through the improvement of thinners.</li> </ul>	✓



Concrete implementation/target		Major implementation in FY2020		Achieved							
Promotion of 3Rs (Reduce, Reuse, Recycle) Effective use of resources	Development/design considering recycling	Continue the design using recycled materials	Automobiles	<Exterior parts> · Used recycled materials for the dash outer silencer and regrind materials for a portion of the fuel tank (2WD model) for the new Solio. · Also used easily recyclable thermoplastic resin for its bumper, radiator grille, cowl garnish, splash guard, door garnishes, roof end spoiler, fender lining, and fuel tank (2WD model). <Interior parts> Used recycled materials for the dash silencer and floor carpet for the new Solio. Also, recycled thermoplastic resin were used for the under-seat boxes.	✓						
			Motorcycles	Adopted recycled materials for the body cowl cover and right and left cowling inner covers for the new Hayabusa.	✓						
		Continue the design to reduce materials	Automobiles	<Exterior parts> Made the bumper, radiator grille, and fender lining of the new Solio thinner.	✓						
			Motorcycles	Reduced the use of materials for the new Hayabusa by making its cowling thinner through flow analysis and shape optimization.	✓						
			Outboard motors	Made disassembly and recycling of the DF140BG and DF115BG easier by fixing the engine cover using either screws or bolts and nuts.	✓						
		Increase the use of thermoplastic resin components	Automobiles	<Exterior parts> Used easily recyclable thermoplastic resin for the bumper, radiator grille, cowl garnish, splash guard, door garnishes, roof end spoiler, front and rear fender linings, and fuel tank (2WD model) for the new Solio. <Interior parts> Also used easily recyclable thermoplastic resin for plastic components of its interior panel, door trim, interior trim, and seats.	✓						
	Outboard motors		Adopted thermoplastic resin for large exterior parts including oil pan cover.	✓							
	Promotion of recycling ELVs/ components	[Japan] Maintain 70% or higher ASR recycling rate	· ASR recycling rate: 96.4% (The rate has been maintained at 70% or higher since FY2008.)		✓						
		[Japan] Promote collection/recycling of used bumpers	· Continued to collect and recycle repaired or replaced bumpers. · Promoting the recycling of collected bumpers to make automobile components such as engine under covers. [No. of bumpers collected in the last 3 years (units)]		✓						
			<table border="1"> <thead> <tr> <th>FY2018</th> <th>FY2019</th> <th>FY2020</th> </tr> </thead> <tbody> <tr> <td>73,308</td> <td>80,273</td> <td>72,769</td> </tr> </tbody> </table>			FY2018	FY2019	FY2020	73,308	80,273	72,769
FY2018	FY2019	FY2020									
73,308	80,273	72,769									

Concrete implementation/target		Major implementation in FY2020	Achieved																					
Effective use of resources Promotion of 3Rs (Reduce, Reuse, Recycle)	Promotion of recycling ELVs/ components	[Japan] Promote collection/ recycling of used lithium-ion batteries	<ul style="list-style-type: none"> <li>Started collecting and recycling used lithium-ion batteries (LiBs) from automobiles when the WagonR equipped with a LiB for ENE-CHARGE was launched in 2012. Have collected and recycled 9,353 used LiBs from end-of-life vehicles (ELVs) by March 2021.</li> <li>Participated in the JAMA LiB Co-collection System established by the Japan Automobile Manufacturers Association (JAMA) and operated by the Japan Auto Recycling Partnership in October 2018. Have since been promoting efficient collection and recycling with enhanced transportation efficiency through co-collection.</li> </ul> [No. of used LiBs collected and recycled from ELVs (units)] <table border="1"> <thead> <tr> <th>FY2012</th> <th>FY2013</th> <th>FY2014</th> <th>FY2015</th> <th>FY2016</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>21</td> <td>105</td> <td>356</td> <td>397</td> </tr> <tr> <th>FY2017</th> <th>FY2018</th> <th>FY2019</th> <th>FY2020</th> <th>Total</th> </tr> <tr> <td>733</td> <td>1,853</td> <td>2,682</td> <td>3,206</td> <td>9,353</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Started collecting and recycling used LiBs not from ELVs but from maintenance, repair, and other activities through the JAMA LiB Co-collection System in April 2020 and have collected 1,779 used LiBs by March 2021.</li> </ul>	FY2012	FY2013	FY2014	FY2015	FY2016	0	21	105	356	397	FY2017	FY2018	FY2019	FY2020	Total	733	1,853	2,682	3,206	9,353	✓
	FY2012	FY2013	FY2014	FY2015	FY2016																			
	0	21	105	356	397																			
	FY2017	FY2018	FY2019	FY2020	Total																			
	733	1,853	2,682	3,206	9,353																			
	[Overseas] Conform to local automobile recycle laws	1.Collecting and recycling ELVs 1)India In October 2019, Maruti Suzuki established Maruti Suzuki Toyotsu India Private Limited (MSTI), a joint venture with the Toyota Tsusho Group to engage in the dismantling and recycling of ELVs in India. The company is now making preparations for the launch of operations, including filing an application for approval and license for the dismantling business. 2)EU Promoting collection and recycling of ELVs in accordance with local regulations and circumstances in each country.  2.Collecting and recycling used LiBs In parts of the world where we sell vehicles equipped with a LiB, including Europe, India and its neighboring countries, and Latin America, we are promoting the establishment of a system to collect and recycle used LiBs in accordance with actual local conditions.	✓																					
Reduction of the weight of packing materials such as corrugated cardboard for shipment of service parts	<ul style="list-style-type: none"> <li>Increase the use of returnable containers</li> <li>Reduce the weight of packing materials for shipment of service parts by 5% compared to FY2015</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the quantity of corrugated cardboard used for the shipment of service parts in Japan (five parts centers and a center handling OEM parts for Mazda Motor Corporation) by employing returnable containers instead of packaging boxes made of corrugated cardboard.</li> <li>Weight of packaging materials for shipping service parts: Reduced by 5.2% compared to FY2015</li> </ul>	✓																					
Reduction of disposable packing materials for shipment of service/KD parts	<ul style="list-style-type: none"> <li>Increase the use of returnable materials</li> <li>Reduce the use of disposable materials by improving the packing style and filling rate (Reduce the weight of packing materials for the shipment of KD parts by 9% compared to FY2015)</li> </ul>	<ul style="list-style-type: none"> <li>Curbed the use of single-use materials by preventing returnable materials from running out through conducting individual management of returnable materials on a continuous basis.</li> <li>Weight of packaging materials for shipping KD parts: Reduced by 13.5% compared with FY2015</li> </ul>	✓																					
Reduction of the use of containers/ package for products	Maintain the 15% level of reduction relative to FY2005 for the use of containers/package and corrugated cardboard for each component sale	<ul style="list-style-type: none"> <li>Reduced by 46%.</li> <li>Achieved the target mainly by reducing the use of plastic packaging materials and corrugated cardboard.</li> </ul>	✓																					

Concrete implementation/target		Major implementation in FY2020		Achieved
Promotion of 3Rs (Reduce, Reuse, Recycle)	Waste materials	[Suzuki] Continue the zero-level landfill waste. Maintain the level of less than 0.5% (compared to FY1990)	Maintained the level of less than 0.5% compared with FY1990.	✓
		[Group] Continue the zero-level landfill waste. Maintain a level of less than 0.5% (compared to FY2002)	Maintained the level of less than 0.5% compared with FY2002.	✓
	Water resources	Thoroughly save water at plants and offices	Plant in Japan · Made water-saving efforts by employing an airtight cooling tower, air-cooled compact air conditioners, and water-conserving faucets, and through circulation of cooling water, etc. · Reduced water consumption by switching compressors used at the headquarters and the die plant from a water-cooled type to an air-cooled type.	✓
			Office · Continued to undertake efforts to raise awareness of water savings such as by announcing specific measures in addition to putting up related posters in washrooms, restrooms, staff kitchens, etc. · Promoting the use of automated faucets in washrooms.	✓
Reinforcement of environmental management	Globally reinforce environmental management		· Promoting acquisition of ISO14001 certification globally. · Added the motorcycle engineering department to the scope of certification of the Hamamatsu Plant. · Suzuki Philippines newly acquired ISO14001 certification.	✓
	Reinforcement of management of substances of concern	Globally conform to regulations concerning chemical substances	1.Responding to regulations concerning chemical substances · Continued to implement measures to exclude four phthalates (plasticizer) restricted under REACH (EU). · Completed our response to the restriction on PFOA (fluorine compound).  2.Communicating information on chemical substances · Implemented additional measures to respond to the UFI code requirement added to the EU's CLP Regulation. · Implemented measures to respond to the GHS labeling requirement of each country.	✓
		Build the global system to manage substances of concern	<Overseas> · Conducted an online audit on four overseas production bases that have completely banned the use of asbestos. · Conducted an online audit on four overseas production bases that have introduced the Green Procurement Guideline. <Japan> · Provided online education to suppliers on management of substances of concern. · Conducted an online audit on suppliers' system to manage substances of concern and provided guidance.	✓
	Implementation of LCA (Life Cycle Assessment)	[Automobile] Implement LCA for new model and model change vehicles in Japan	· Published the results of an LCA on the new Solio on Suzuki's corporate website.	✓
	Environmental conservation through tie-up/cooperation with suppliers	Promote environmental conservation activities for suppliers based on "Suzuki Green Procurement Guideline"	Carefully monitored the trends for chemical substance regulations in Japan, the EU, and the UN and proactively requested suppliers to perform surveys/take action concerning the use of substances that are under discussion for possible inclusion in the corresponding regulations in the future.	✓

Concrete implementation/target		Major implementation in FY2020	Achieved		
Reinforcement of environmental management	Expansion of environmental communication	Efforts for biodiversity	Globally promote the activity based on "Suzuki Biodiversity Protection Guidelines" to realize protection of biodiversity and its sustainable use	<ul style="list-style-type: none"> <li>Each office conducted cleanup activities at and around its facility and in local communities.</li> <li>In the marine business, conducted cleanup activities of oceans, rivers, and lakes worldwide under the CLEAN-UP THE WORLD CAMPAIGN.</li> <li>Maintained FSC certification of the Shimokawa Proving Grounds.</li> <li>Presented Suzuki's environmental information including CO<sub>2</sub> emissions as well as environmental initiatives such as forest certification in the Suzuki CSR &amp; Environmental Report 2020.</li> </ul>	✓
		Efforts for biodiversity	Continue and promote local community cleanup activities, volunteering for environmental conservation (Suzuki Manner Improvement Activities, Forest Conservation Activities in "Suzuki's Forest", tree planting project at storm surge barrier in coastal zone of Hamamatsu, cleanup activities at individual offices, etc.)	<ul style="list-style-type: none"> <li>Employee volunteers conducted "Suzuki Manner Improvement Activities" to clean up the neighborhood from 8:10 to 8:40 in the morning of every third Tuesday. The activities were conducted 198 times up to FY2020 with the participation of a total of 14,210 employees and received the "FY2017 Governor's Award for Organizations Protecting Rivers, Coasts, and Roads" in 2017.</li> <li>About 1,500 employees and their families have participated in forest conservation activities in the Suzuki's Forest to date and conducted tree planting and fungus planting of shiitake mushrooms.</li> </ul>	✓
	Enhancement of environmental education	Promote environmental education for employees including new employees and overseas trainees	<ul style="list-style-type: none"> <li>Provided a lecture about "environmental activities required for automobile companies" for new engineers as part of environmental education.</li> <li>Provided lectures as part of Suzuki-sponsored program, "Environmental Efforts by Suzuki," at two universities in Shizuoka Prefecture.</li> </ul>	✓	
		Continue the in-house eco-driving education	<ul style="list-style-type: none"> <li>Conducted an eco-driving seminar primarily for new employees. Accumulated number of participants: 9,277</li> <li>Promoted awareness of eco-driving by recording fuel efficiency values in the operation record book of company cars.</li> </ul>	✓	
		Participate in and cooperate on environment-related events held by environmental NPO and local communities	<ul style="list-style-type: none"> <li>Cooperated with the Lake Hamana Environmental Network consisting of various organizations engaging in local community development and held an experience-based environmental seminar on plastic waste issues at Lake Hamana, in which employees and their families participated.</li> <li>Participated in the Lake Hamana Environmental Panel Exhibition held at Hamanako Garden Park and presented the Suzuki Clean Ocean Project, Suzuki's initiative concerning marine plastic waste.</li> </ul>	✓	
	Disclosure of environmental information	Prepare "Suzuki CSR & Environmental Report" (in Japanese and English) to transmit the information about environment conservation activity to societies	Published the Suzuki CSR & Environmental Report 2020, which includes the Suzuki Environmental Vision 2050 and Milestone 2030 as well as other previously released topics, such as the development of a Micro-plastic Collecting Device for outboard motors to collect microplastics.	✓	

## Suzuki Environmental Plan 2025

Following the previous Suzuki Environmental Plan 2020, we formulated a new plan, the Suzuki Environmental Plan 2025, which represents our environmental conservation initiatives over the five years to 2025.

The Suzuki Environmental Plan 2025 is an effort toward achieving the Suzuki Environmental Vision 2050 and Milestone 2030, which were formulated in 2020, and is designed to promote initiatives under the four themes of climate change, air conservation, water resources, and resource circulation. The progress concerning the Suzuki Environmental Plan 2025 and enhancement of related initiatives will be reported in our Sustainability Report in FY2022 onward.

### Climate change

#### ● Reducing CO<sub>2</sub> emissions amount in use of products

Object	Base year	Target (FY2025)
Automobiles	FY2010	Reduce by 30%
Motorcycles		Reduce by 15%
Outboard motors		Reduce by 15%

#### ● Reducing CO<sub>2</sub> emissions from business activities

##### Reducing CO<sub>2</sub> emissions in production

Object	Base year	Target (FY2025)
CO <sub>2</sub> emission per production	FY2016	Reduce by 25%

##### Reducing CO<sub>2</sub> emissions in development, sales, and other activities

- Proactively promote energy-saving activities toward achieving carbon neutrality, including introduction of energy-saving equipment and solar panels

##### Reducing CO<sub>2</sub> emissions in logistics and other activities

- Improve transportation efficiency by revising transportation routes and packing methods
- Introduce eco-driving support equipment and improve fuel efficiency of transportation vehicles
- Promote the use of transportation by rail
- Reduce CO<sub>2</sub> emissions from Suzuki's entire transportation activities in Japan

Object	Base year	Target (FY2025)
CO <sub>2</sub> emission per sales	FY2016	Reduce by 9%

### Air conservation

#### ● Increasing the use of renewable energy

##### Promoting the introduction of renewable energy, including solar power

#### ● Controlling air pollution

Object	Target (FY2025)
Automobiles	Contribute to the improvement of the atmospheric environment by releasing and popularizing "clean" products
Motorcycles	
Outboard motors	

## ● Reducing volatile organic compounds (VOCs)

### Reducing VOCs in products

- Reduce VOCs in vehicle interior

### Reducing VOCs in production activities

- Reduce VOCs in the painting process at plants in Japan

Object	Base year	Target (FY2025)
VOC emissions per painted area	FY2000	Reduce by 50% or more

## Water resources

### ● Conserving water resources

#### Identifying water risks related to Suzuki and promoting reduction of water consumption and purification of wastewater at each base

#### Water consumption

- Reduce water consumption while giving consideration to the water environment of each country and region

Object	Base year	Target (FY2025)
Water use per production	FY2016	Reduce by 10%

#### Water quality

- Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements
- Conduct biodiversity assessment on rivers near our domestic production bases that discharge wastewater into these rivers

## Resource circulation

### ● Development/design considering recycling

Object	Target (FY2025)
Automobiles	Continue to undertake development and design that give consideration to recycling · Improve ease of dismantling · Adopt more thermoplastic resin components · Adopt more materials with easy recyclability
Motorcycles	
Outboard motors	

### ● Promoting the recycling of automobiles

#### Working to create a scheme for proper disposal of end-of-life vehicles (ELVs)

#### Operating a model facility in India for proper disposal of ELVs

### ● Promoting 3Rs (reduce, reuse, and recycle) for batteries

#### Building a safe and efficient scheme to collect and recycle batteries in anticipation of widespread use of electrified vehicles globally

#### Conducting field testing on the reuse of small batteries for automobiles and promoting their safe and efficient reuse

### ● Reducing waste

#### Promoting waste recycling

#### Promoting reduction of waste generation volume

### ● Reducing plastic packaging materials

#### Promoting reduction of the use of plastic packaging materials to prevent discharge of plastics into ocean

Object	Base year	Target (FY2025)
Amount of plastic used in packing materials	FY2020	Reduce by 12t

#### Promoting the three pillars of the Suzuki Clean Ocean Project (waterside cleanup activities, activity to eliminate the use of plastic packaging materials, and activity to collect marine microplastics) globally in the field of outboard motors



## Introduction of Environmental Management System

Suzuki is promoting introduction of “Environmental Management Systems” including ISO14001 as part of environmental conservation activities by the Group’s manufacturing plants and companies.

The ISO14001 is an international standard of environmental management system. By obtaining the ISO14001 certificate, Suzuki intends to follow the relevant regulations and reduce the environmental impact substances. Also, through periodical environmental audits, we verify the effectiveness of our environmental management system.

Suzuki has already completed acquiring ISO14001 certifications in bases that account for 99.3% of CO<sub>2</sub> emerged from global production. We will introduce the way of environmental management at all plants, and promote ISO14001 at plants that have not yet acquired its certification.

### Efforts at manufacturing sites

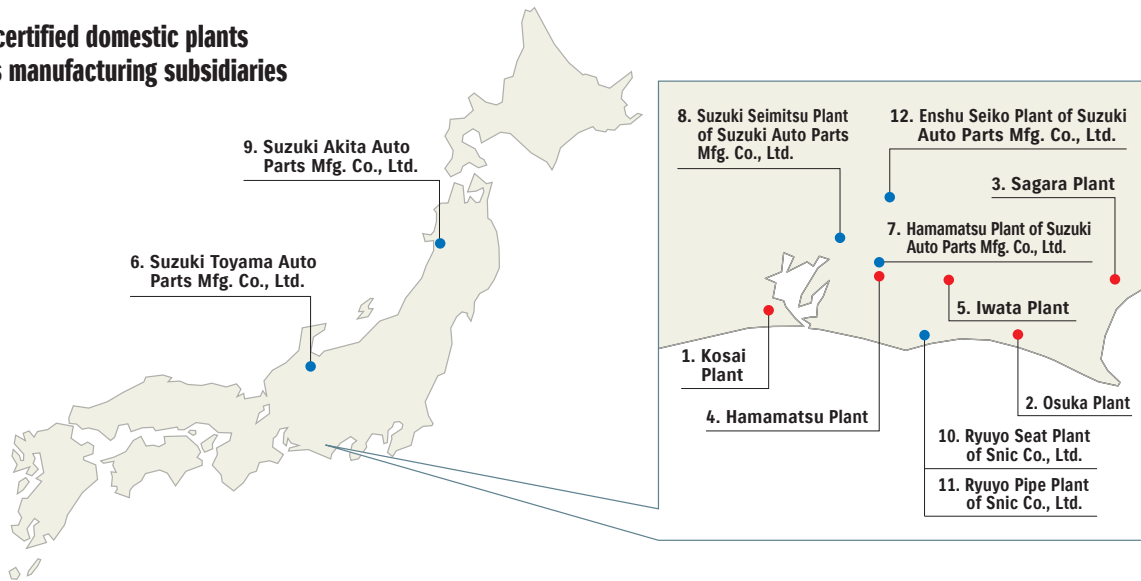
#### ● Status of acquisition at plants in Japan and manufacturing subsidiaries

In April 1998, MAGYAR SUZUKI acquired ISO14001 certification for the first time in the Suzuki Group.

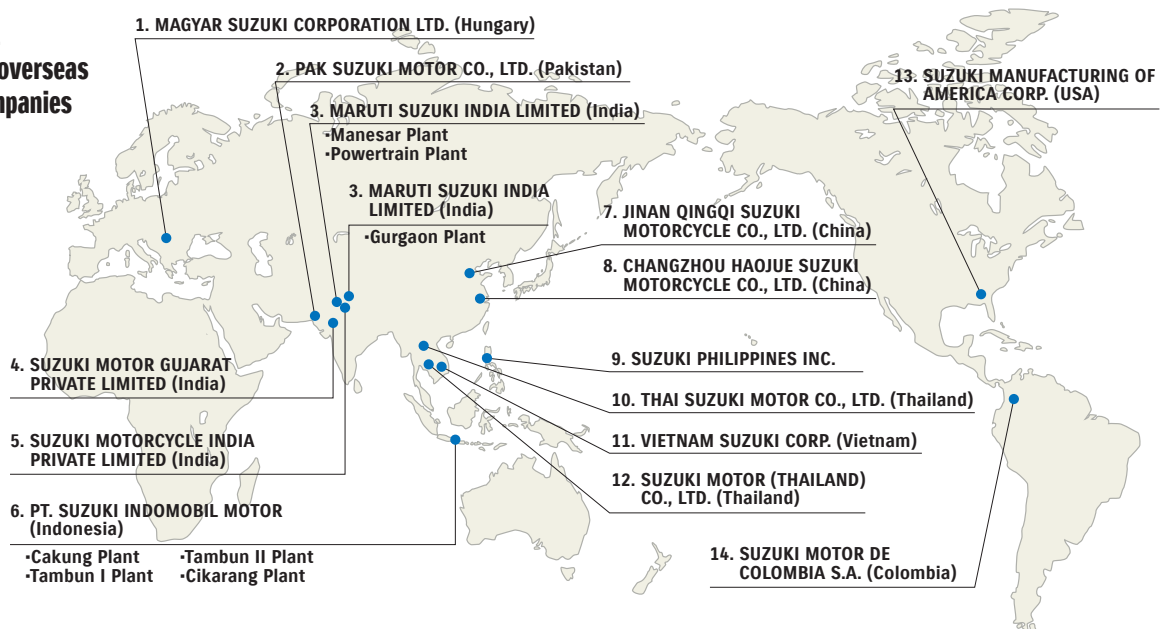
All domestic plants of Suzuki already acquired ISO14001 certification by March 2003. Among domestic manufacturing subsidiaries, three plants (respective plants of Suzuki Toyama Auto Parts Mfg. Co., Ltd., Suzuki Akita Auto Parts Mfg. Co., Ltd., and Suzuki Auto Parts Mfg. Co., Ltd.) and two plants of Snic Co., Ltd. have acquired certification as of April 1, 2021.

Among overseas manufacturing subsidiaries, 19 plants of 14 companies have acquired ISO14001 certification as of the end of April 2021.

#### ISO 14001-certified domestic plants and Group’s manufacturing subsidiaries



#### ISO 14001-certified overseas Group companies

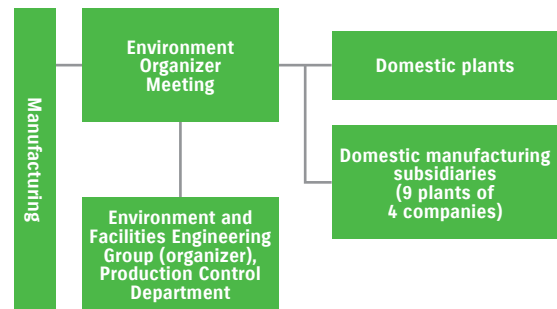


● **Manufacturing: Environment Organizer Meeting**

Suzuki holds Environment Organizer Meeting in order to improve environmental management of domestic plants and manufacturing subsidiaries.

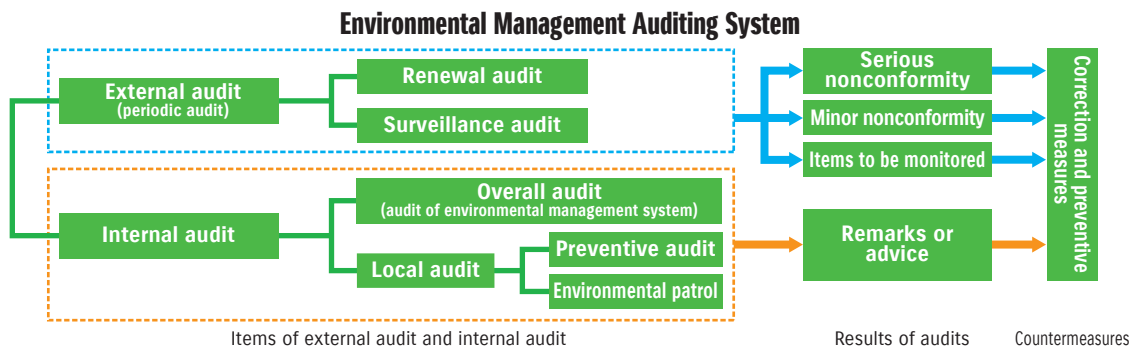
At this meeting, engineering managers and members of domestic plants and manufacturing subsidiaries (9 plants of 4 companies) get together to discuss improvements for environment conservation plan and matters related to domestic plants and Group manufacturing subsidiaries while seeing actual systems on actual sites.

Decisions made at the meetings are rolled out to domestic plants and Group manufacturing subsidiaries, contributing to environmental management activities.



● **Environmental audit**

At Suzuki's domestic plants and the manufacturing subsidiaries, an external audit is conducted once every year by an external auditing agent. In addition, an internal audit is conducted to double-check our environmental management system.



**Efforts at non-manufacturing sites**

**Status of acquisition at offices and development facilities**

In order to facilitate environmental conservation activities as the Suzuki Group, we have been promoting the acquisition of ISO14001 certification also at sites other than manufacturing sites, such as engineering departments.

**Measures for domestic sales distributors**

In order to roll out actions concerning environment in business operations to Group companies, we introduced the Suzuki Environmental Management System from April 2017 to affiliate automobile sales distributors in Japan. This environmental management system unique to Suzuki is part of our initiative in reducing environmental load (energy consumption and amount of wastes) and complying with environmental laws/regulations through PDCA cycle. Sales distributor that introduced this system is progressively promoting the activity centering on the designated environment manager and office.

## Environmental education / awareness

### ● Employee education

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

### ● Education to obtain special qualifications

We also encourage employees to obtain some environment-related qualifications. The Company holds 145 employees as pollution prevention managers, 39 as energy managers, and 276 as internal environment system auditors.

## Emergency training

We look for locations and operations that have potential of causing an environmental accident\* and hold emergency drills with employees and other related suppliers at domestic plants and domestic and overseas manufacturing subsidiaries.

\*Environmental accident refers to accidents that may affect environment such as leakage of chemicals.

## Situation concerning environmental laws, regulations, etc.

In FY2020, there were 30 cases of significant spills\* and 7 cases of complaints concerning environment, which were properly taken care of. There was no administrative guidance or payment of penalty due to these significant spills.

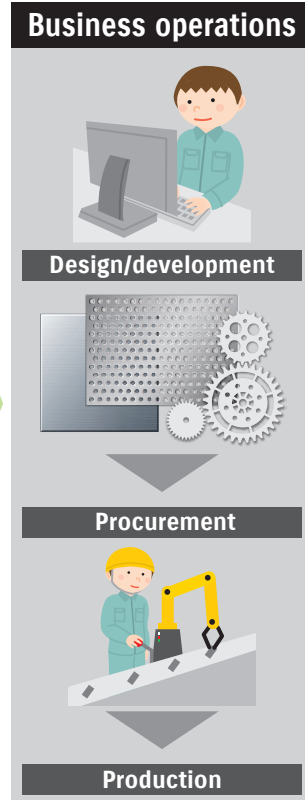
\*Significant spills: Spills that are recorded as spills from organization such as exceeded amount of wastewater, emission gas, odor, chemical substances (including oil), and wastes that are restricted by laws and regulations, as well as soil and groundwater contamination.

## Influence and initiatives to environment caused by business operations

INPUT at domestic offices of Suzuki Motor Corporation				
	Unit	FY2018	FY2019	FY2020
Electricity	1 million kWh	508.7	492.4	474.9
Fossil fuel	10,000 GJ	177.2	180.4	171.9

INPUT at domestic manufacturing plants*1 of Suzuki Motor Corporation				
	Unit	FY2018	FY2019	FY2020
Supply of fuel etc.				
Purchased power		417.4	401.0	384
Wind power (Kosai Plant)	1 million kWh	1.51	1.76	1.65
Small-scale water power		0.034	0	0
LPG	1,000 t	18.2	17.3	14.5
City gas	1 million m <sup>3</sup>	16.7	18.6	23.2
Kerosene	1,000 KL	0.246	0.309	0.140
Fuel oil A		0.09	0	0
Light oil		7.0	6.4	8.3
Gasoline	KL	108.0	115.0	119.0
Supply of water	Unit	FY2018	FY2019	FY2020
Industrial waterworks	1 million m <sup>3</sup>	1.96	2.12	2.24
Waterworks	1,000 m <sup>3</sup>	55.0	45.3	41.1
Well water	1 million m <sup>3</sup>	1.24	1.03	1.03
Supply of raw materials	Unit	FY2018	FY2019	FY2020
Iron		606.9	563.9	537.5
Aluminum		54.5	49.4	44.5
Resin	1,000 t	38.8	36.8	35.2
Copper		9.5	9.0	8.9
Lead		6.8	6.6	6.4
Supply of chemical substances	Unit	FY2018	FY2019	FY2020
PRTR substance	t	4,310	3,692	3,125



OUTPUT at domestic offices of Suzuki Motor Corporation				
	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions amount	1,000 t	340.7	324.7	298.5

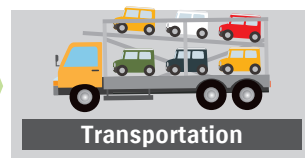
OUTPUT at domestic plants*1 of Suzuki Motor Corporation				
Release to atmospheric air	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub>	1,000 t	275	263	239
SO <sub>x</sub>	t	8	5	3
NO <sub>x</sub>	t	75	76	65
PRTR substance	t	1,384	1,277	1,134
VOC emissions	t	3,615	3,404	3,351
Ozone-depleting substance** (CFC-11 conversion)**	t	0.001	0.0002	0.002
Release to sewer etc.	Unit	FY2018	FY2019	FY2020
Displacement to rivers, lakes and reservoir	10,000 m <sup>3</sup>	440	424	410
Displacement to sewers	10,000 m <sup>3</sup>	7.1	9.8	7.9
PRTR substance	t	3.3	1.2	1.5
Treated as waste materials	Unit	FY2018	FY2019	FY2020
Recycling amount	1,000 t	115	104	113
(PRTR substance in the above)	t	17.0	13.8	11.1
Landfill waste amount	t	0.46	0.17	0

\*1: [Area subject to totalization]  
Takatsuka (former), Iwata, Kosai, Toyokawa (former), Osuka, Sagara, Hamamatsu, and die Plants (PRTR substance includes output at the headquarters, Motorcycle Technical Center, and Marine Technical Center)

\*2: As for ozone-depleting substance, R-22 (chlorodifluoromethane) were extracted from the total results based on "Act on Rational Use and Proper Management of Fluorocarbons".

\*3: The ozone depleting potential conforms to "Law Concerning the Protection of the Ozone Layer through the Control of Specified Substances".

INPUT				
	Unit	FY2018	FY2019	FY2020
Supply of fuel etc.				
Fuel (light oil, etc.)	10,000 GJ	60.2	56.8	54.6



OUTPUT				
	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions amount	1,000 t	41.4	39.1	37.6

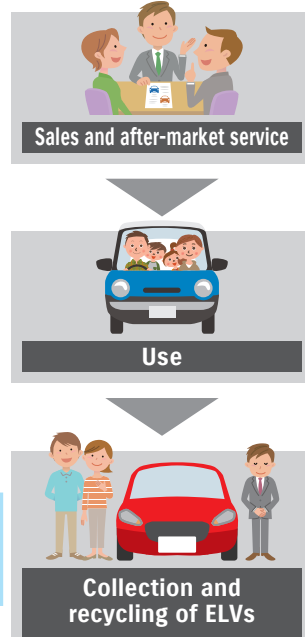
RECYCLE				
Collection of ELVs (automobiles)				
<ASR>	Unit	FY2018	FY2019	FY2020
Total weight of collection	1,000 t	58.1	60.4	57.1
Collected vehicles	1,000 units	438.4	450.7	418.5
Weight of recycled materials	1,000 t	55.3	57.1	53.9
Recycling rate**	%	97.7	96.7	96.4
<Airbags>	Unit	FY2018	FY2019	FY2020
Total weight of collection	t	105.9	127.2	146.6
Collected vehicles	1,000 units	326.0	353.6	347.1
Weight of recycled materials	t	99.7	120.2	139.1
Recycling rate**	%	94.2	94.5	94.9
<CFCs>	Unit	FY2018	FY2019	FY2020
Weight of collection	t	92.1	89.5	80.4
Collected vehicles	1,000 units	402.3	403.9	384.1
Recycling rate**	%	99.6	99.4	99.3

\*4: Recycling rate is calculated on weight basis.

Collection of ELVs (motorcycles)				
	Unit	FY2018	FY2019	FY2020
Recycling rate**	%	97.9	97.8	98.0

\*4: Recycling rate is calculated on weight basis.



Sales and Registration				
No. of sold/registered vehicles in Japan				
<Sales of automobiles>	Unit	FY2018	FY2019	FY2020
Automobile sales	1,000 units	725	672	647
Hybrid vehicle sales		382	348	338
Ratio of hybrid vehicle sales	%	52.7	51.7	52.3
Reference: Global Sales				
<Global sales of automobiles>	Unit	FY2018	FY2019	FY2020
Automobile sales		3,327	2,852	2,571
Hybrid vehicle sales**	1,000 units	539	489	615
Ratio of hybrid vehicle sales	%	16.2	17.1	23.9

\*5: Hybrid vehicles include Mild Hybrid, S-ENE CHARGE, and SHVS

## Expansion of environmental communication

### Efforts for biodiversity

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

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

Suzuki has conducted many actions to reduce influences on biodiversity in our business or social contribution activities, and participated in Japan Business & Biodiversity Partnership\*.

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

\*Partnership that wide varieties of companies mainly from the economic world make efforts voluntarily for conservation and sustainable usage of biodiversity and share related information in order to accomplish the purpose of the Convention of Biological Diversity.

● **Suzuki Biodiversity Protection Guidelines** [https://www.globalsuzuki.com/corporate/environmental/green\\_policy](https://www.globalsuzuki.com/corporate/environmental/green_policy)

**[Basic concept]**

Under the slogan of “Smaller, fewer, lighter, shorter, and neater”, Suzuki Group thoroughly conducts wasteless, efficient business operations and promotes production of small cars by pursuing environmental technologies in order to reduce influences on biodiversity and contribute to sustainable usage of resources in future.

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

**[Emphasized efforts for biodiversity]**

**- Reduction of environmental loads generated through business operations and products**

- ① Promote energy saving, resource saving, and 3Rs at business steps from product development to recycling.
- ② Promote improvement in fuel efficiency and R&D of next-generation automobiles in order to reduce greenhouse gas.
- ③ Work on reducing the use of substances of concern through the supply chain.

**- Expansion of environmental communication**

- ① Promote environmental beautification and environment conservation activities under cooperation with local communities.
- ② Work on making appropriate recognition and behavior for biodiversity to penetrate into all employees.
- ③ Work on announcing environmental information and self-conservation activities widely to the society.



Lake Hamana Plastic Waste Workshop

**Specific actions**

Reduction of environmental loads generated through business operations and products		Expansion of environmental communication	
①	Internal publication on results of the reduced energy from individual plants Effective utilization of resources through recyclable design Continuation of zero-level of landfill waste and enhancement of water saving consciousness Improvement of transportation efficiency and reduction of packing materials Increase of recycling rate of end-of-life products Promotion of solar power generation	①	Participation in local community cleanup activities Cleanup activities around plants Suzuki's Forest volunteer planting project Shimokawa Proving Grounds: Continuation of FSC certification program Participation in Corporate Forest Preservation Program Research and publication of Suzuki's forest environmental contribution
②	Global improvement of average fuel efficiency Development of next-generation vehicles suitable to small cars Development of a lightweight and low-cost air-cooled fuel cell Compliance with Act on Control of Freon Emission Compliance with various countries' emission regulations	②	Improvement of in-house environmental awareness through internal website Education about global warming and Suzuki Green Policy in introductory workshops and on-the-job training for new employees Continuation of in-house seminar on eco-driving Participation in and cooperation for local community environmental education events organized by NPO
③	Compliance with various countries' regulations for usage of substances of concern Development of technology for VOC reduction in car cabin and painting process Promotion of alternatives for substances of very high concern Close cooperation with suppliers based on "Suzuki Green Procurement Guideline" Environmental consideration for plant location, etc.	③	Publication of "Suzuki CSR & Environmental Report" Publication of various environmental information about production and products Participation in environment-related fairs and events Introduction of our eco-friendly production process through plant tour Friendship with local residents through an exchange party or meeting Setting up an environmental section in Suzuki Plaza

● Environment and ecosystem of the surrounding areas

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

**Destinations of waters released and the waters impacted**

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

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

\*2 Species that are listed as endangered in the red lists of International Union for Conservation of Nature and Natural Resources and the Ministry of the Environment, as well as red lists and regulations of Prefectures and Cities.



Northern Goshawk



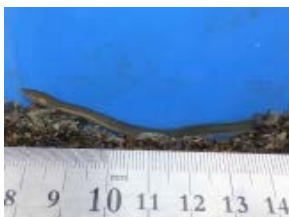
Ruddy crane



Red-rumped swallow



Japanese Brown Frog



Japanese eel



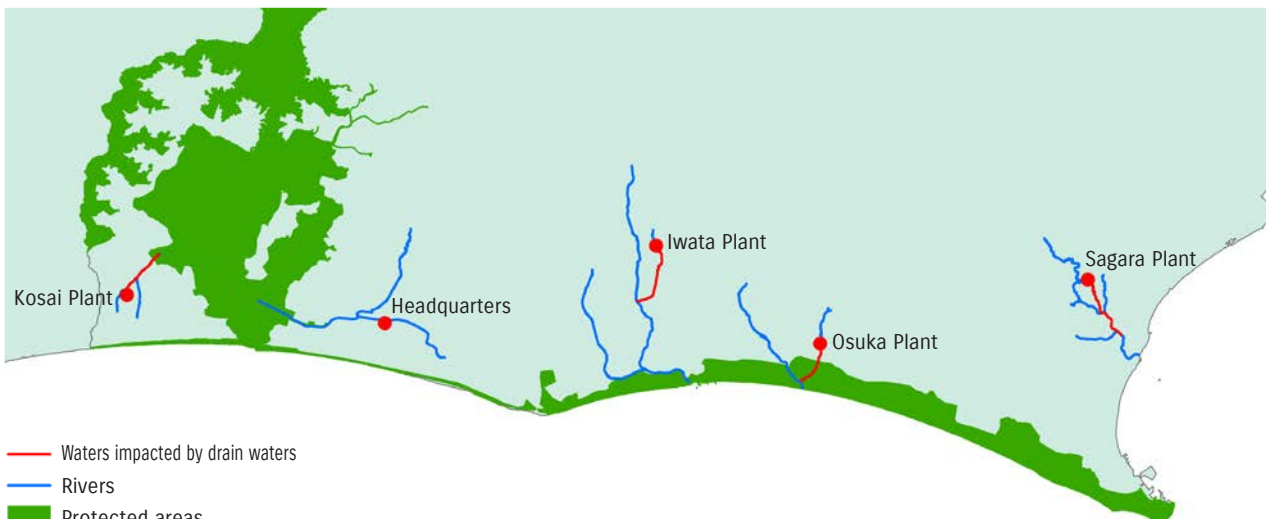
Japanese rice fish



Lefua echigonia



Potamogeton panormitanus



— Waters impacted by drain waters  
 — Rivers  
 ■ Protected areas



●Forest conservation activities

**Suzuki's Forest (Hamamatsu)**

Suzuki concluded a Volunteer Forest agreement with Tenryu Forest Administration Department of Forestry Agency and started the forestry preservation activities in March 2006 at Suzuki's Forest located in Inasa-cho, Kita-ku, Hamamatsu.

Our employees and their family members conduct the forestry activity every year such as planting trees, clearing away the undergrowth, and fungus planting/harvesting operations.

This activity was conducted 29 times in total (13 times of planting and 16 times of undergrowth clearing), and participated by 1,500 volunteers. Although we did not carry out this activity in FY2020, we plan to plant trees every year.



"Suzuki's Forest" planting project

**Participation to the tree planting project at storm surge barrier**

On 29 November 2015, members of the Suzuki Green Club participated in the storm surge barrier tree planting project in coastal zone of Enshu held by the prefecture of Shizuoka and the city of Hamamatsu and Iwata. Total of 8 activities were held with 287 participants, and 930 nursery trees of pine trees, etc. were planted. The Suzuki Green Club will continue forest conservation and greening activities through activities in Suzuki's Forest and storm surge barrier.



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

Suzuki's proving grounds is located in the town of Shimokawa (Kamikawa County) on the north of Hokkaido, where the forest accounts for about 90% of the total land area. In 2003, Shimokawa acquired the international FSC®\*1 Forest Management Certificate (FSC®C015134) as the first forestry cooperative in Hokkaido, and in 2011, it was designated as an Environmental Future City\*2 featuring effective utilization of abundant natural resources. Now it aims to become a "future city with best harmonization between people and forests".

Moreover, a 300-ha forest located in the proving grounds was also recognized to satisfy the strict forest stewardship standards according to the FSC® certification program, so the area was additionally registered in the FSC® Forest Group Certificate for Shimokawa Town in 2006 (FSC® C015134).

At the same time, Suzuki will continuously promote co-existence and co-prosperity with the local society who takes great care of the nature through participation of events and sales of agricultural products.

\*1 FSC®: Forest Stewardship Council

\*2 The "Environmental Future City" is a governmental project to create the world's most ideal city where everybody wishes to live. Under this program, high potential regions are selected and financially supported for realizing such an ideal city.



Suzuki Shimokawa Proving Grounds (Hokkaido)

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

As part of environmental preservation and social action programs, we cooperate in silvicultural environment protection by participating in "Corporate Forest Preservation Program", which is conducted under the Profit-Sharing Afforestation agreement with the government (Forestry Agency) for the period from 1996 to 2028.

For approximately 4.3-ha national forest (containing approximately 3,000 trees) in Shimokawa, we conduct the profit-sharing afforestation by entrusting the work to the local forestry cooperative through Hokkaido Regional Forest Office. Also, for many years, we have contributed to preservation of national land through watershed conservation, sediment discharge prevention and CO<sub>2</sub> absorption and fixation. The shared profits coming from the program will be used for further afforestation activities.

\*Forestry Agency's "Corporate Forest Preservation Program" and "Profit-Sharing Afforestation" (in Japanese language only)  
[http://www.rinya.maff.go.jp/j/kokuyu\\_rinya/kokumin\\_mori/katuyo/kokumin\\_sanka/hojin\\_mori/index.html](http://www.rinya.maff.go.jp/j/kokuyu_rinya/kokumin_mori/katuyo/kokumin_sanka/hojin_mori/index.html)

Suzuki's environmental contributions in FY2020 through these forests are evaluated as follows.

#### Suzuki's environmental contribution through forest conservation (FY2020)

Measurement item	Forests of Suzuki Shimokawa Proving Grounds (FSC® C015134)	"Corporate Forest Preservation Program" Regional Forest Office of Forestry Agency
① Contribution to water yield	155,609m <sup>3</sup> /year	1,409m <sup>3</sup> /year
② Contribution to prevention of sediment discharge	5,557m <sup>3</sup> /year	51m <sup>3</sup> /year
③ Contribution to absorption/fixation of carbon dioxide	1,504.7CO <sub>2</sub> t/year	17.3CO <sub>2</sub> t/year

\*Calculated by the project evaluation method employed by the Forestry Agency

The above equal to the below units:

- ① 78.51 million bottles of 2-L PET bottles
- ② 1,020 truckloads of 10-t dump truck (5.5m<sup>3</sup>/truck)
- ③ 5,295 persons of annual CO<sub>2</sub> emission from one person (t/year)

### ● Suzuki Manner Improvement Activities

Suzuki was registered in "Hamamatsu City Road/River Foster-parent System"\* in September 2004 for improvement in manners and environment/beautification awareness of employees, and conduct voluntary cleanup activities as "Suzuki Manner Improvement Activity".

For those activities, in-house volunteers clean roads around the headquarters and the Takatsuka under-path every month. A total of 14,200 participants have conducted the cleanup activities 196 times until March 2021 and collected 79 minitruck loads of flammable and non-flammable garbage.

In 2017, the activity was acknowledged by the Shizuoka Prefecture, and the Company received the FY2017 Governor's Award as humane association of river, coast, and road.

\*Groups that hope to be foster-parents decide the area and activities, report them to the Mayor, and conduct cleaning on roads, etc.

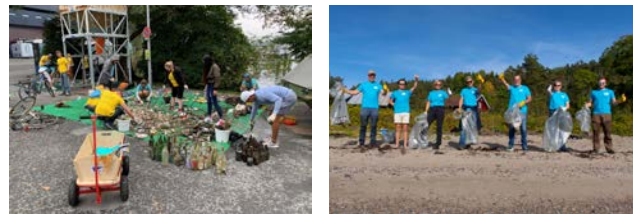


Suzuki Manner Improvement Activities



**CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities)**

The CLEAN-UP THE WORLD CAMPAIGN, which started in 2010 as a global initiative of the Suzuki Group, marked its 12th year in 2021. Every year, the event takes place in more than 25 countries and draws many participants. In FY2020, participants in five countries conducted waterside cleanup activities and contributed to respective local communities amid the COVID-19 pandemic.



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

In addition to the conventional waterside cleanup activities, we launched an activity to collect marine microplastics floating on and near the surface by using a Micro-plastic Collecting Device for outboard motors developed by Suzuki. With the aim of increasing the number of its users, we are currently extending the scope of our monitoring survey to overseas locations and further refining the device. This device is scheduled to be sold globally as standard equipment for select models from July 2022.



Countries where Suzuki conducted the monitoring survey in 2020

**Suzuki Clean Ocean Project**



The Suzuki Clean Ocean Project is an environmental initiative of Suzuki comprising three smaller projects. These are: (1) CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities) continued from 2010; (2) Activity to reduce plastic packaging for outboard motors and service parts started in 2020; and (3) Activity to collect marine microplastics using Suzuki's Micro-plastic Collecting Device for outboard motors. The Suzuki Clean Ocean Project is also a specific initiative of Suzuki to solve social issues represented by the United Nations' Sustainable Development Goals (SDGs) and shows Suzuki's commitment to pursue its brand slogan of "THE ULTIMATE OUTBOARD MOTOR" in terms of the environment as well.

Under these three projects, we will team up with our partners around the world, including outboard motor users, dealers, boat builders, business partners, Suzuki Group companies, employees and their families, to clean-up the oceans worldwide.



Symbol mark of the Suzuki Clean Ocean Project



<http://plastics-smart.env.go.jp/> (in Japanese language only)

**Community information exchange meeting**

We regularly carry out an information exchange meeting with local residents to ask their views and opinions for further environmental improvement. In FY2020, we cancelled the meeting at each office due to the COVID-19 pandemic. Keeping an eye on situations in society, we plan to resume the meeting when safety is ensured.



# Design, Development, and Procurement

We are making efforts in reduction and suppression of CO<sub>2</sub> emission amount through development of high-efficiency powertrain, expansion and strengthening of hybrids, and new development of EVs, by acknowledging that greenhouse gas emitted from the use of products account for a large amount in the emission of the entire value chain.

## Reduction in amount of CO<sub>2</sub> emitted

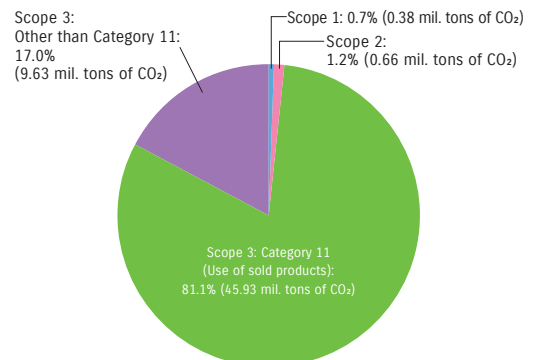
### Disclosure of GHG emissions occurred in the entire value chain

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

The amount of CO<sub>2</sub> emissions generated through the entire value chain during FY2020 stood at 56.60 million tons, of which the emissions falling under Scope 3 (other indirect emissions than those classified into Scope 2)\*<sup>1</sup> were 55.56 million tons that include 45.93 million tons of CO<sub>2</sub> emissions classified into “Category 11 (Use of products sold by Suzuki)”\*\*<sup>2</sup> accounting for as much as 81.1% of the total emissions through the overall value chain.

Recognizing that it is very important to reduce the CO<sub>2</sub> emissions released through the use of our products for reducing the total GHG emissions in the entire value chain, we will make continuous efforts to place emphasis on improvement of fuel efficiency at the time of product development and improvement.

**Breakdown of FY2020 GHG emissions**



Total amount of GHG emissions released from the value chain: 56.60 mil. tons of CO<sub>2</sub>  
 [Calculation range] Suzuki Motor Corporation and 67 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries  
 [Calculation period] From April 2020 to March 2021

\*1 Value chain: This is the whole series of business activities that create and build values at every step. Calculations are composed of Scope 1, Scope 2, and Scope 3 in accordance with “GHG Protocol”\*\*<sup>3</sup>. The business activities in a value chain includes parts/materials procurement, manufacturing, delivery, sales and customer services, as well as administrative work and engineering development work that support these activities. We have been participating in Green Value Chain Platform\*\*<sup>4</sup> operated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry since FY2014 and introducing our efforts in quantifying the emissions of greenhouse gases.

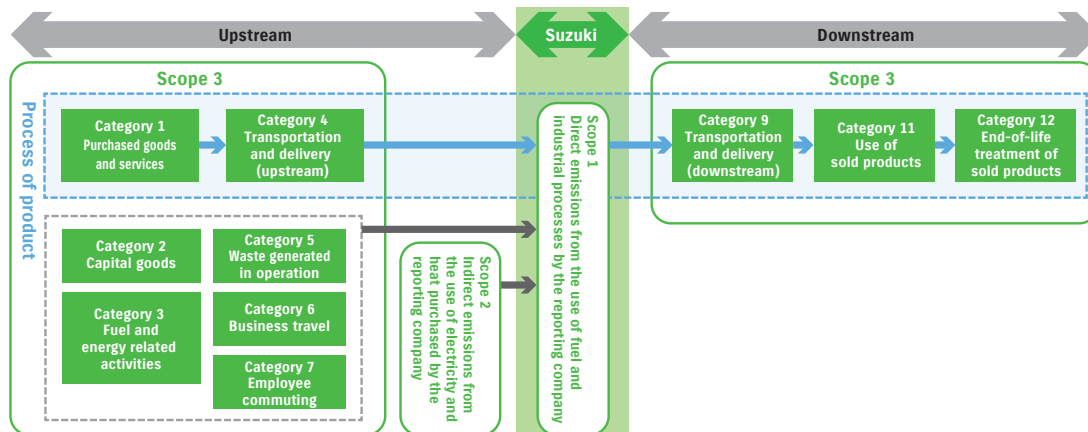
\*2 Category 11: This indicates the life cycle GHG emissions from Suzuki’s products sold in the fiscal year.

\*3 GHG Protocol: This is a collaboration of the World Resources Institute (WRI), a global environmental think tank based in the United States, and the World Business Council on Sustainable Development (WBCSD). It is the most widely used international accounting tool to quantify and manage greenhouse gases (GHG).

\*4 Green Value Chain Platform: This is a website operated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry to provide various kinds of global warming and GHG emissions related information such as internal and external trends, calculation methods, etc.

Homepage: [http://www.env.go.jp/earth/ondanka/supply\\_chain/gvc/en](http://www.env.go.jp/earth/ondanka/supply_chain/gvc/en)

### Classification of Scopes 1 and 2 and Categories of Scope 3 quantified by Suzuki

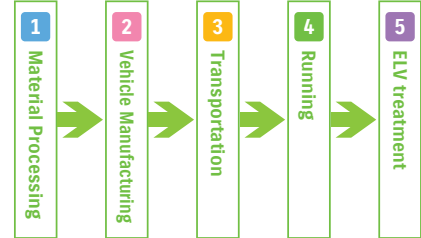


\*Category 8 (Leased assets (upstream)), Category 10 (Processing of sold products), Category 13 (Leased assets (downstream)), Category 14 (Franchises), and Category 15 (investments) are not included as they are not part of the calculation.

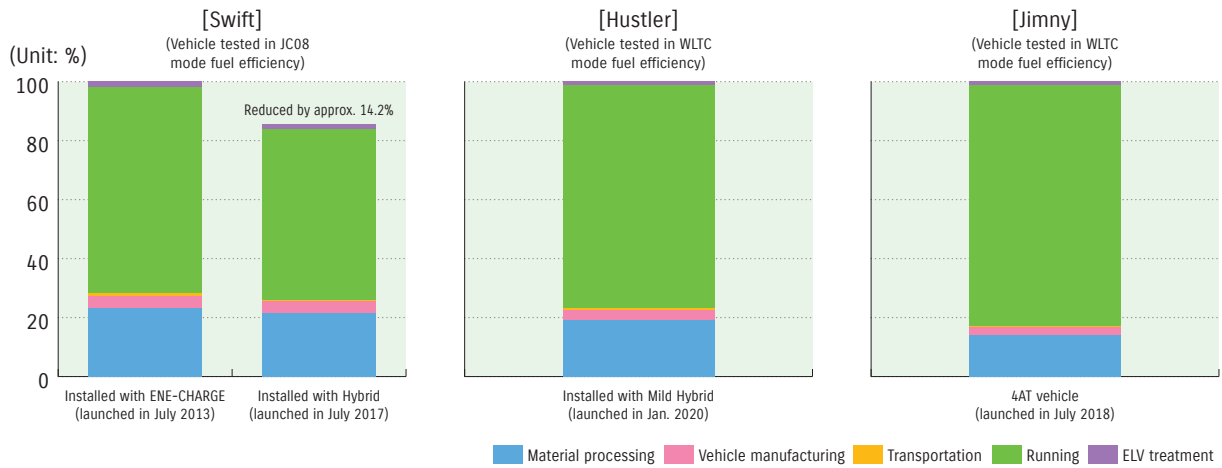
### Calculation of CO<sub>2</sub> emission of products using Life Cycle Assessment (LCA)

In order to understand the environmental impact of our products, Suzuki adopts the Life Cycle Assessment (LCA) that assesses products with specific figures not only during their running stage but throughout their whole life cycle from material processing to ELV treatment. The Company is promoting reduction of environmental load by utilizing their results to product development and business activity.

#### Suzuki LCA Stages

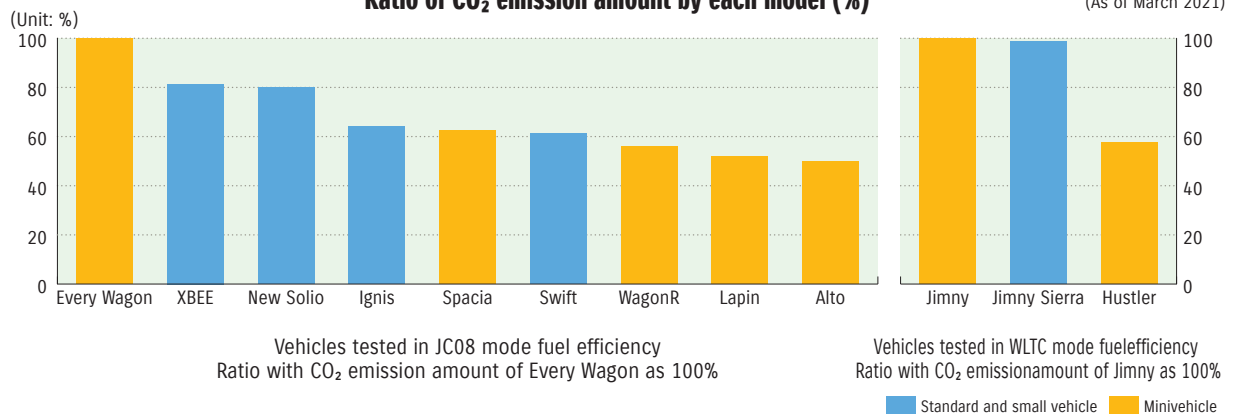


#### Ratio of CO<sub>2</sub> emission amount of Suzuki vehicles by lifecycle stages



\*Since fuel efficiency testing mode was changed from JC08 to WLTC in October 2018, Hustler and Jimny only show the results of new models.  
 \*Result of a vehicle's lifetime running distance of 110,000km (13 years) driven in each test cycle.  
 \*Running stage takes replacement parts into concern including tires, engine oil, and batteries.

#### Ratio of CO<sub>2</sub> emission amount by each model (%)



\*Result of a vehicle's lifetime running distance of 110,000km (13 years) driven in JC08 test cycle.

## Development of next-generation vehicles

### ● Development of electric vehicles

Based on an assortment of data obtained from fleet driving undertaken in India to date, Suzuki is continuing to verify the functions and performance that will be accepted by customers. Suzuki also tested four prototypes in various regions of Europe. Utilizing data from these tests, Suzuki will proceed with verifications using prototypes closely resembling mass-produced vehicles in a format similar to how vehicles will actually be used in markets, and then reflect this in the development of EVs that we will launch in various markets.



### ● Lithium-ion battery plant for automobiles completed at TDSG (India)

In India, where protecting the environment is now a key issue, promoting the wider use of environmentally friendly vehicles easily available to customers is essential. Together with Toshiba Corporation and Denso Corporation, Suzuki established TDS\* Lithium Ion Battery Gujarat (TDSG) to manufacture automobile-use lithium-ion batteries. The new company is India's first manufacturing plant for lithium-ion battery cells and packs for automobiles and is situated in a supplier park adjacent to the Suzuki Motor Gujarat (SMG) automobile plant in Gujarat. As a first step, TDSG commenced battery cell production in March 2021. Reflecting its commitment to attaining carbon neutrality, the plant also uses roof-installed solar panels to generate electricity (power generation began in September 2021) to cover a portion of its electricity requirements. Looking ahead, TDSG will start full-fledged production activities in the state of Gujarat, realize a stable supply of lithium-ion batteries in India, and promote the spread of environmentally friendly vehicles, thereby contributing to the sustainable development of India's automobile market.

\*TDS is an acronym for Toshiba (T), Denso (D), Suzuki (S).





## Improvement in fuel efficiency

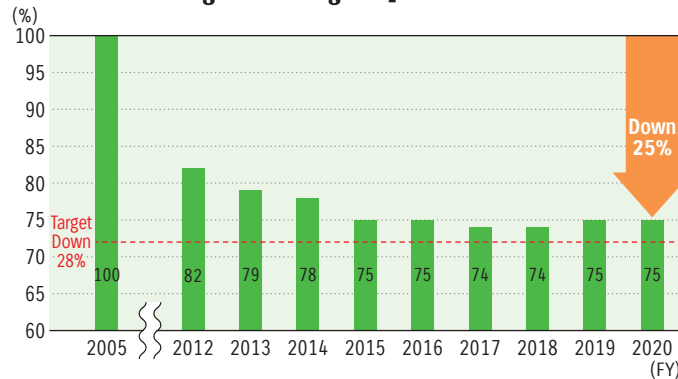
### Automobiles

#### ● Global average CO<sub>2</sub> emission amount of new models\*1

To reduce CO<sub>2</sub> emissions, a cause of climate change, Suzuki set the target of cutting average CO<sub>2</sub> emissions for its new global vehicles by 28% in FY2020 compared with the emission level in FY2005. Despite its efforts, Suzuki fell slightly short of its target, achieving an actual reduction of 25%. This was due to delays in introducing such low CO<sub>2</sub> technologies as new gasoline engines, hybrid systems, and integrated starter generators (ISGs), which prevented us from attaining sales in accordance with our plans.

Suzuki will establish a new target for 2025, strengthen its environmental contribution activities, and make further efforts to reduce CO<sub>2</sub>.

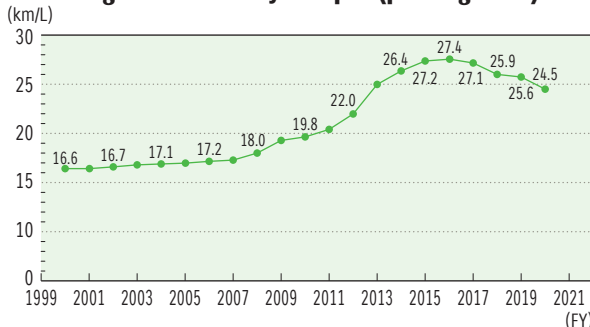
Trends in reduction of global average CO<sub>2</sub> emission amount of new models



\*1 Global average fuel efficiency is based on values in Japan, India, and 30 European countries.  
 \* Calculated based on CO<sub>2</sub> emission amount (fuel efficiency) that were measured under specified method of each country.

#### ● Trends in average CO<sub>2</sub> emission amount (average fuel efficiency for Japan) of major markets

Average fuel efficiency in Japan (passenger car)\*2

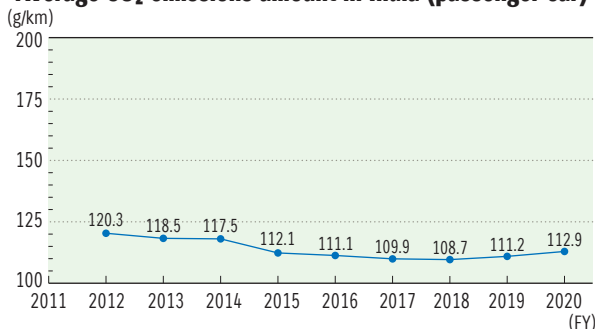


\*2 Includes values converted from 10.15 mode or WLTC mode to JC08 mode

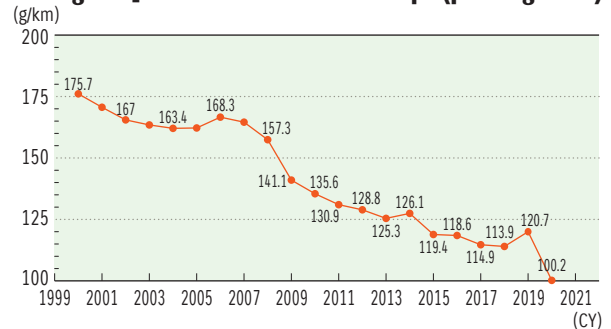
#### [Japan]

In FY2020, average fuel efficiency decreased by 4% compared with the previous fiscal year due to an increase in the proportion of sales accounted for by relatively heavier models (in-company comparison). From 2021 onward, Suzuki will improve average fuel efficiency by fully leveraging its electrification technologies and expanding upgrading its product lineup.

Average CO<sub>2</sub> emissions amount in India (passenger car)



Average CO<sub>2</sub> emissions amount in Europe (passenger car)



#### [Europe]

In 2020 in Europe, the average CO<sub>2</sub> value decreased by 17% compared with the previous year, reflecting the launch of new models equipped with new engines and hybrid technologies. Suzuki will continue promoting the development and wider use of electrified models.

#### [India]

In India as well, the average CO<sub>2</sub> value worsened by 1.5% in FY2020 due to an increase in the proportion of sales accounted for by heavier models (in-company comparison). Suzuki will heighten its awareness of India's contribution to improving the environment and will work to improve the fuel efficiency of powertrains in addition to expanding its lineup of hybrid models.

● Major fuel efficiency improvement technology

Powertrain technology

- ① Hybrid system
- ② ENE-CHARGE
- ③ Fuel-efficient engine

DUALJET engine



K12D engine



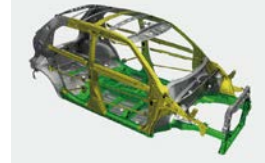
Image: New Solio

Weight reduction of body

- ⑥ HEARTECT



- ⑦ TECT



Others

- ④ Cool-storage air-conditioning system (ECO-COOL)
- ⑤ Idle-stop

As of June 2021

Fuel efficiency improvement technology		Outline	Major new models launched in FY2019/2020	
①	Hybrid system	Compact system that realizes motor assistance and EV driving, and both high fuel efficiency and strong driving. <a href="https://www.suzuki.co.jp/car/technology/hybrid/">https://www.suzuki.co.jp/car/technology/hybrid/</a>		Swift HYBRID SZ
	Mild hybrid system	Hybrid system that realizes high efficiency by generating electricity during deceleration and assisting the engine with such electricity upon acceleration. <a href="https://www.suzuki.co.jp/car/technology/mildhybrid/">https://www.suzuki.co.jp/car/technology/mildhybrid/</a>		Vitara Swift HYBRID RS
②	ENE-CHARGE	Energy generated during deceleration is used to generate electricity with an alternator (generator) to charge the lead battery and lithium-ion battery. The system achieves low fuel consumption by supplying that power to electric components. <a href="https://www.suzuki.co.jp/car/technology/ene-charge/">https://www.suzuki.co.jp/car/technology/ene-charge/</a>		Alto S Lapin X
③	DUALJET engine	Engine that realizes both power and environmental performances by increasing thermal efficiency through adopting two injectors per cylinder and homogenizing the air-fuel mix. Newly-developed engines: K12D, R06D <a href="https://www.suzuki.co.jp/car/technology/dje/">https://www.suzuki.co.jp/car/technology/dje/</a>		Swift HYBRID RS Ignis HYBRID MF
	BOOSTERJET engine	Direct-injection turbo engine that realizes high output and torque. Newly-developed engines: K14D <a href="https://www.suzuki.co.jp/car/technology/bje/">https://www.suzuki.co.jp/car/technology/bje/</a>		Vitara SX4 S-CROSS
④	Cool-storage air-conditioning system (ECO-COOL)	System that freezes the freezable substance built in the air-conditioning unit with cold air emitted while operating the air-conditioner, and maintains cold wind even while sending air in idle-stop mode. <a href="https://www.suzuki.co.jp/car/technology/eco-cool/">https://www.suzuki.co.jp/car/technology/eco-cool/</a>		
⑤	Idle-stop	System that stops the engine automatically when the vehicle speed decreases to the specific level or lower. <a href="https://www.suzuki.co.jp/car/technology/idling_stop/">https://www.suzuki.co.jp/car/technology/idling_stop/</a>		Swift HYBRID RS Alto S
⑥	HEARTECT	New platform designed by totally changing the major structure and component layout, realizing an improvement in the basic performance and weight reduction. <a href="https://www.suzuki.co.jp/car/technology/heartect/">https://www.suzuki.co.jp/car/technology/heartect/</a>		
⑦	TECT	A lightweight shock-absorbing body that achieves both high safety and lighter vehicle weight by using high-strength and lightweight materials and that contributes to fuel-efficient driving by reducing the burden on engines through lighter weights. <a href="https://www.suzuki.co.jp/car/technology/tect/">https://www.suzuki.co.jp/car/technology/tect/</a>		

\*Photographs shown above are for illustrative purposes only. \*Descriptions in green are technologies categorized as SUZUKI GREEN Technology.

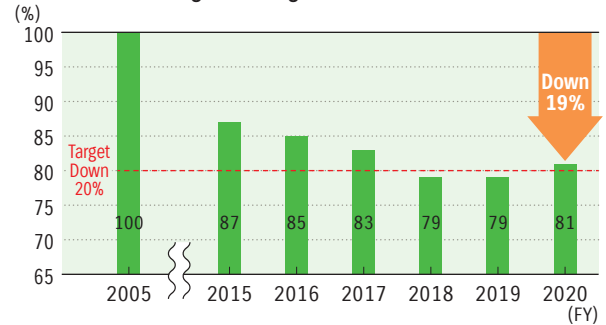
Motorcycles

● Global average CO<sub>2</sub> emission amount of new models

We are trying to improve fuel efficiency and reduce CO<sub>2</sub> emission amount through the improvement in combustion and reduction of friction loss and weight reduction.

We introduced the above technologies as planned and achieved our targets in FY2018 and in FY2019. However, Suzuki was unable to achieve its target for FY2020 owing to a decrease in production volume due to the suspension of production of India-produced scooters, which have low CO<sub>2</sub> emissions and are manufactured in high volume, as a result of the COVID-19 pandemic.

Trends in reduction of global average CO<sub>2</sub> emission amount of new models



● Major fuel efficiency improvement technology

Powertrain technology

① SEP engine



② Dual-spark technology



③ Injection system

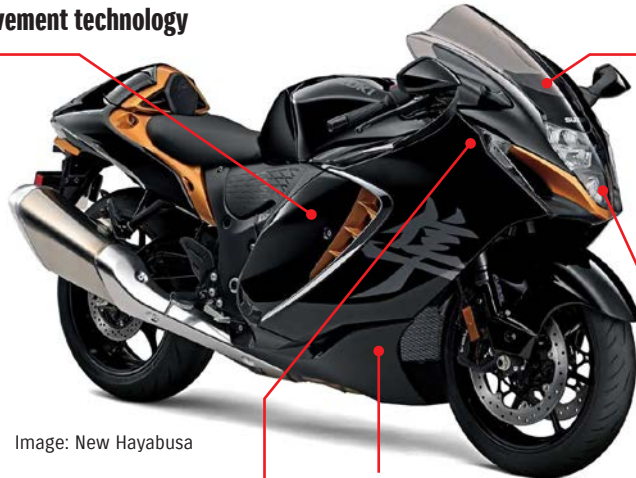
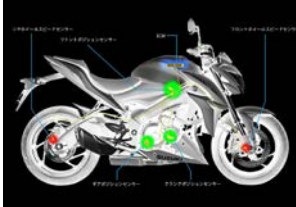


Image: New Hayabusa

④ Open-type rectifier



Reduction of body weight

⑤ Improvement in frame



Others

⑥ Eco-driving assistance system



⑦ LED headlight



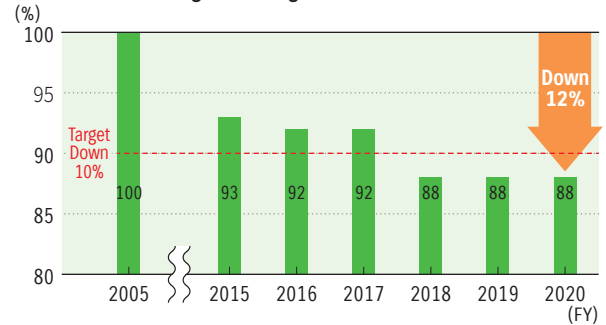
Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2020	
①	Powertrain	SEP engine	Engine that realized low fuel consumption without loss of power by improving fuel efficiency and reducing friction loss.	Address125
②		Dual-spark technology	Mechanism equipped with two spark plugs per cylinder that contributes to smooth output characteristics, high fuel-efficiency performance, and reduction of exhaust gas emissions by high combustion efficiency.	BURGMAN 400ABS
③		Injection system	Injection system equipped with six sensors* and designed to realize optimum control under various conditions and realize both powerful performance and high fuel efficiency. *O <sub>2</sub> sensor, water-temperature sensor, intake air-temperature sensor, throttle position sensor, intake air-pressure sensor, and crank position sensor	New Hayabusa
④		Open-type rectifier	Realized high fuel efficiency with reduced mechanical losses by generating minimum needed amount of electricity with magneto.	V-Strom1050
⑤		Improvement in frame	Optimized wall thickness and cross-sectional shape.	New Hayabusa
⑥		Eco-driving assistance system	Eco-drive indicator allows the rider to check fuel-efficiency indicator and fuel-efficient driving at a glance.	BURGMAN 400ABS
⑦		LED headlight LED tail lamp	Aimed to reduce power consumption and increase service life.	New Hayabusa

\*Photographs shown above for illustrative purposes only. \*SEP: Suzuki Eco Performance

Outboard motors

● Global average CO<sub>2</sub> emission amount of new models

Trends in reduction of global average CO<sub>2</sub> emission amount of new models (%)



● Major fuel efficiency improvement technology



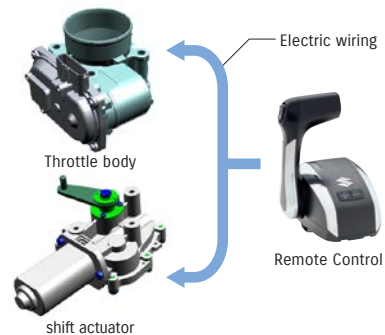
DF140BG

Engine technology




- ① Lean burn control system



- ② Precision control



- ③ Higher compression ratio

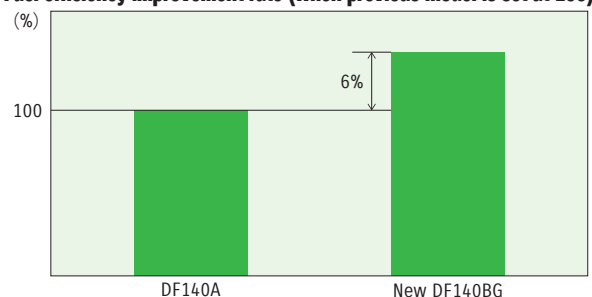
Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2019
①	Lean burn control system	System to improve fuel efficiency by automatically producing lean air-fuel mixture in accordance with the engine output so that highly efficient combustion can be achieved.	DF140BG 
②	Precision control	System to control throttle operation and shift operation by remote control. In this system, a conventional cable connection is replaced with electronic wiring, which eliminates mechanical factors such as friction and resistance.	DF140BG 
③	Higher compression ratio	Efforts for improving the cooling of the combustion chamber, reducing the temperature of air flow into the combustion chamber, increasing the compression ratio, and improving thermal efficiency	DF140BG 

\*Photographs shown above are for illustrative purposes only. \*Descriptions in green are technologies categorized as SUZUKI GREEN Technology.

● Improved fuel efficiency of new models

Launched in March 2021, the new DF140BG achieves a maximum fuel efficiency improvement of 6% compared with previous models by increasing the engine's compression ratio and adopting a lean burn system.

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



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



## TOPICS

## Suzuki's DF140BG and DF115BG Outboards Receive 2021 Boating Industry Top Products Award

Suzuki Motor Corporation's DF140BG and DF115BG outboard motors received the Top Products award from Boating Industry magazine, a marine business journal in the US.

Top Products are selected from marine products including outboards, boats, and accessories launched from January to December 2020, which have significantly contributed to the marine industry. The DF140BG and DF115BG outboards are the sixth Suzuki outboard motor to be selected for the award, which is the greatest number of times within any outboard manufacturer.

DF140BG and DF115BG are four-stroke outboards launched in October 2020, which have received wide acclaim mainly in North America and Europe. In addition to realizing smooth and precise throttle control by adopting the "Suzuki Precision Control" electronic throttle and shift system for the first time in the world\* for 4-stroke 140/115-horsepower class outboards, they were awarded for their fuel efficiency, quiet operation, and ease of maintenance.

\*Suzuki research as of May 2021.



DF140BG



DF115BG

## Initiatives for Freon

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

Since HFC-134a refrigerant currently used in car air-conditioners has a high global warming potential, we are now developing a next-generation air-conditioning system using an environmentally-friendly HFO-1234yf refrigerant that has an extremely low global warming potential. We are also promoting to introduce models that meet restrictions of air-conditioning refrigerant of each country and region. In Japan, starting with the new Hustler launched in FY2019, Suzuki began installing air conditioners that use HFO-1234yf refrigerant, which is also used in air conditioners installed in the new Solio launched in FY2020.

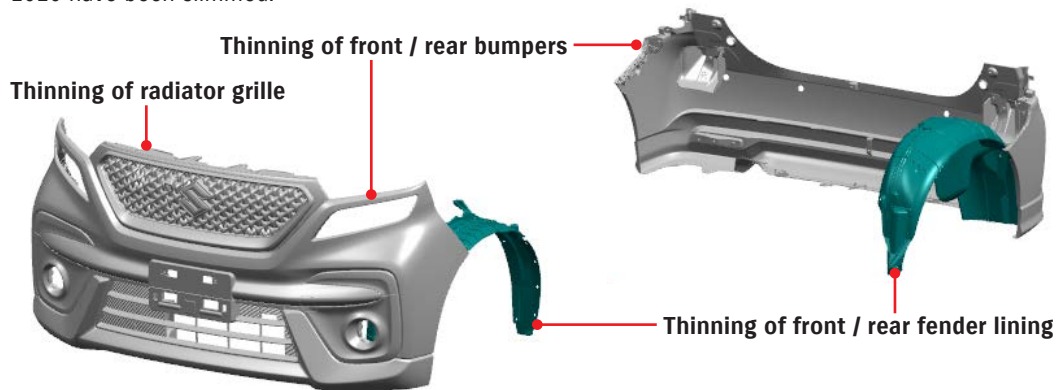
## Efficient use of resources

### Automobiles

#### ● Continuation of design aimed for reducing materials

Among 3Rs, the first priority should be “Reducing (emission reduction)”. Under the policy of making parts smaller, fewer, lighter, shorter, and neater, Suzuki is promoting reduction of emission by thoroughly reducing materials to be used and weight saving.

For example, in addition to front and rear bumpers, front grille and front and rear fender lining of Solio launched in December 2020 have been slimmed.



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

Suzuki is adopting bio polycarbonate resin (bio PC), in which its main material is plant-derived isosorbide. Bio PC produces great color and by coloring the resin material, it creates appearance equivalent to painted resin, thereby enabling reduction of CO<sub>2</sub> and VOC by abolishing painting process.

Bio PC was first adopted for the interior color panel of Hustler launched in 2014, and since then, it has been adopted on interior parts of Alto Lapin, Spacia, WagonR, Jimny, Swift, and XBEE. With the Bio PC adopted on Hustler as its first generation, the second generation with improved shock resistance, and the third generation with improved shock resistance and appearance were developed and expanded the models using them. They were adopted again on interior parts of the second-generation Hustler launched in January 2020, and the total amount used in all models in 2020 amounts to 150t.

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



Spacia



Hustler



● **Expanding adoption of thermoplastic resin parts**

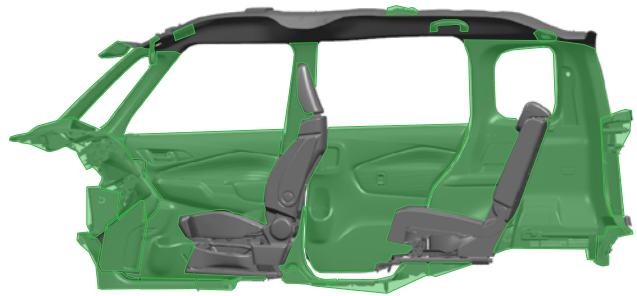
Recyclable vehicle design is an important factor to allow for easy recycling of end-of-life cars.

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

**Major components using recyclable resinous materials  
(Example: Exterior of New Solio)**



**Major components using recyclable resinous materials  
(Example: Interior of New Solio)**

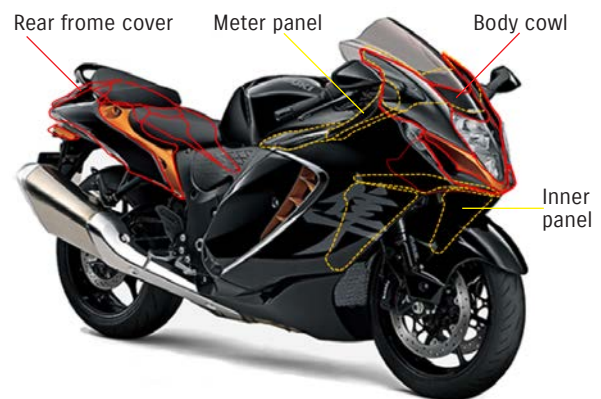


**Motorcycles**

● **Development and design with consideration to weight reduction**

For the new Hayabusa, launched in Japan in April 2021, Suzuki reduced the amount of materials used by 825g compared with previous models by using rheological analysis and optimizing shapes to achieve an approximately 20% reduction in the thickness of cowlings.

- 105g (15% decrease) for five body cowl parts
- 110g (14% decrease) for six meter panel parts
- 480g (29% decrease) for seven rear frame cover parts
- 130g (31% decrease) for three inner panel parts



● **Expansion of adoption of recycled resin material**

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles. We employed recycled PP resin materials for the following models in FY2021.

**Major components using recycled resinous materials  
(Example: New Hayabusa)**



**Major components using recycled resinous materials  
(Example: Nex crossover)**



## Efforts for environmental conservation

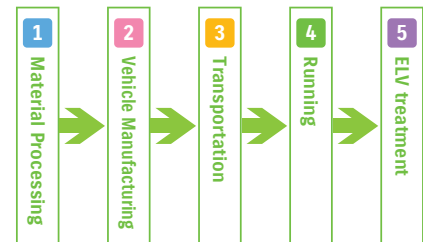
### Automobiles

#### Calculation of emissions of air-polluting substances of products using Life Cycle Assessment (LCA)

Suzuki is promoting to reduce environmental load throughout the life cycle by calculating LCA of not only CO<sub>2</sub> but also of air-polluting substances other than CO<sub>2</sub>.

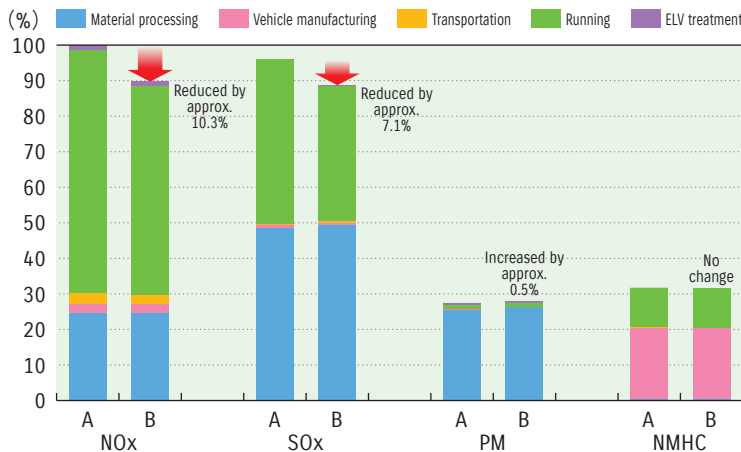
Through promoting electrification, weight reduction, and increase in thermal efficiency of engines, they especially contribute to reduction of air-polluting substances during the running stage.

#### Suzuki LCA Stages



#### Ratio of emission amount of air-polluting substance (%)

Example: Swift (ratio of NO<sub>x</sub> amount with the conventional model as 100%)



A: Previous model installed with ENE-CHARGE (launched in July 2013)  
 B: New model installed with Mild Hybrid (launched in July 2017)

NO<sub>x</sub>: Nitrogen Oxide  
 SO<sub>x</sub>: Sulfur Oxide  
 PM: Particulate Matter  
 NMHC: Non Methane Hydrocarbons

## Control of air pollution and noise

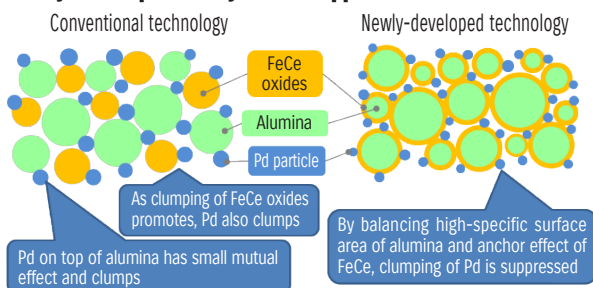
### Automobiles

#### Reduction of hazardous elements within exhaust gas

In order to satisfy emission control regulations that are getting more stringent all over the world, while improving combustion technologies of engines, we have been promoting improvement in performance of exhaust-gas purification. Also, from the view of preserving resources, we are making efforts in reduction of precious metals and rare earth used for catalysts.

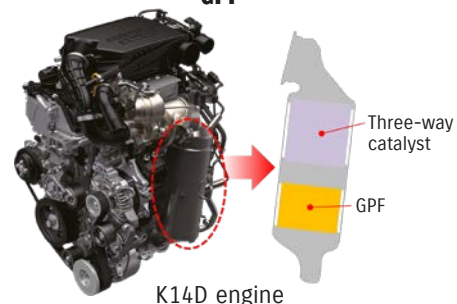
We are making efforts for cleaning emission gas throughout the world by adopting purification technologies that meet the needs of each market, such as zone-coated catalyst which concentrates precious metal effective for the purification performance in cold engine start at the front section of the catalyst, newly-developed catalyst that suppresses heat deterioration, and gasoline particulate filter (GPF) which takes out PM (particulate matter) of direct-injection turbo engines.

#### Newly-developed catalyst that suppresses heat deterioration



Suppresses heat deterioration of palladium (Pd), which excels in purification performance, by highly dispersing iron (Fe) and cerium (Ce) oxides in micro size

#### GPF



K14D engine

Cleans emission gas by collecting PM (particulate matter) included in emission gas

● Sales of CNG\*1 vehicles

In recent years, India is encountering air pollution concerns due to causes such as global warming and PM2.5 in urban areas. Natural gas, which fuels CNG vehicles, is mainly composed of methane (CH4) that emits less CO<sub>2</sub> and NOx during combustion compared to oil and coal\*2, so it is expected to suppress expansion of global warming and air pollution.

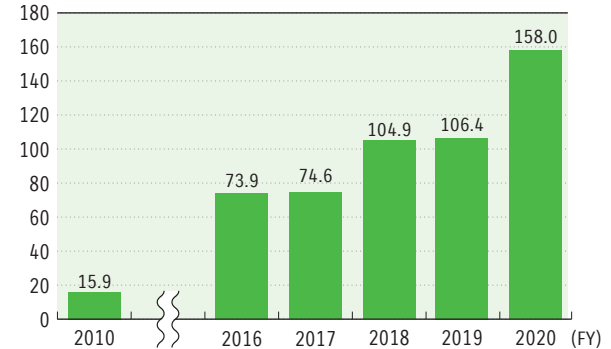
As of September 2021, Maruti Suzuki offers CNG variants on 8 models including Alto, WagonR, and S-PRESSO.

\*1 CNG (Compressed Natural Gas)

\*2 Reference: Institute of Energy Economics, Japan

Trends in CNG vehicle sales of Maruti Suzuki

(Unit: Thousand units)



Motorcycles

● Reducing exhaust gas

Efforts are made to reduce emission gas, and the Company is meeting Euro5 restriction introduced in Europe from 2020.

For Hayabusa launched in Europe from February 2021, it meets Euro5 restriction in Europe by changing cam profile, optimizing spark timing and catalyst specifications.

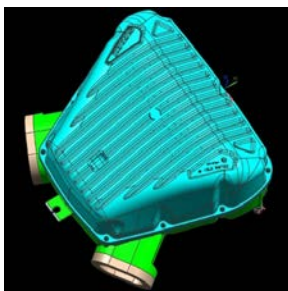
● Reducing noise

Suzuki motorcycles meet noise regulations such as 2016 regulation of Japan, UNR41-04 of Europe, and 40 CFR Part205 of the United States.

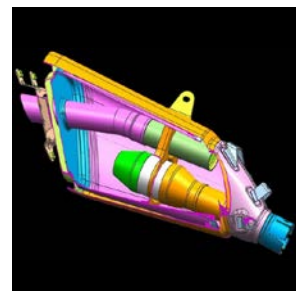
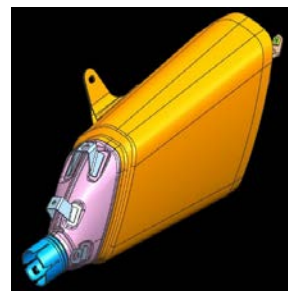
Example of applied product

The following describes our noise reduction efforts, taking an example of Hayabusa.

To conform to the latest domestic noise regulation, Hayabusa adopts a structure with high noise reduction, while designing to keep it within a minimum weight increase.



① The air cleaner secures sufficient capacity and reduces ingressive sound as well as configures ribs on the upper case and increases rigidity to reduce radiated sound from the wall surfaces.



② Mufflers are composed of two main silencers arranged on the left and right sides. Sufficient capacity is secured with a structure that has a high sound silencing effect. By configuring glass wool on the inner wall, we improved damping performance and reduced radiated sound from the wall surface.

**Outboard motors**

**● Reducing exhaust gas**

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

**Collecting marine plastic waste**

**● Developed the world's first\* Micro-Plastic Collecting Device for outboard motors**

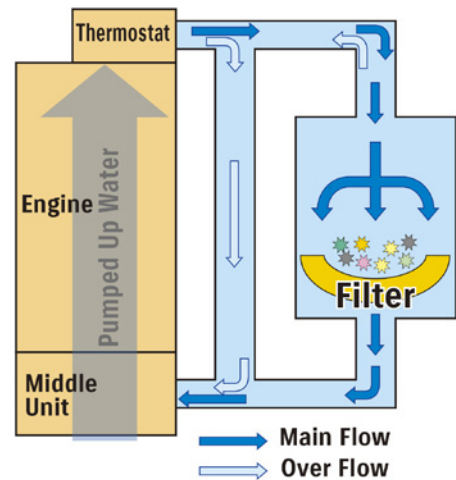
Marine plastic waste has become a significant environmental issue in recent years and a huge amount of such wastes that has not been gathered correctly flow into the ocean. They are then broken down into micro-plastic under the natural environment and their impact on the ecological system is also becoming a concern.

To tackle these issues, we focused on the structure of the outboard motor, which pumps up tons of seawater to cool the engine and then returned to the ocean. We developed a collecting device which collects micro-plastic waste utilizing the returning water. Through this device, micro-plastic waste around the water surfaces can be collected just by running the boat. The device does not affect the engine performance since it only utilizes the returning water that have already been used to cool the engine.

\*Suzuki research as of 1 October 2020.



Outboard motor installed with Micro-Plastic Collecting Device



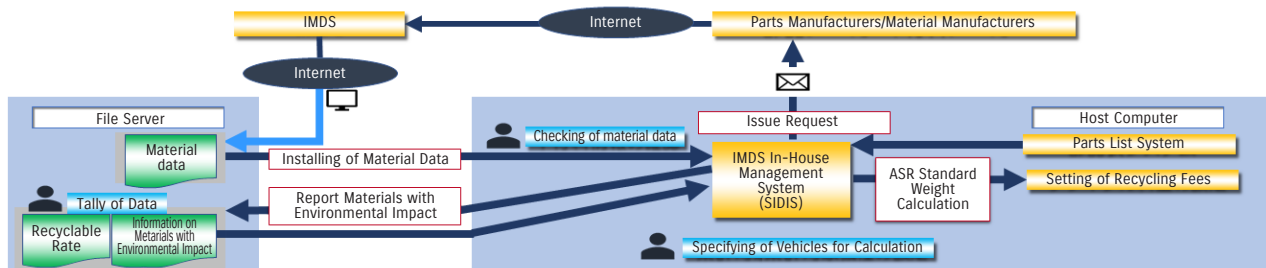
Micro-Plastic Collecting Device



## Response to regulations on substances of concern

### ● Management of substances of concern

In recent years, new regulations on substances of concern have been successively formulated on a global basis. Suzuki provides products to customers worldwide and thus it must respond quickly to rapid changes. With this in mind, in 2003 Suzuki began utilizing the IMDS (International Material Data System) for the automobile industry. In addition, Suzuki has built an in-house substance of concern management system (SIDIS, or Suzuki IMDS Data Inhouse System). Suzuki efficiently manages various regulated substances such as those subject to the Directive on end-of-life vehicles (ELV Directive) and the European REACH Regulation (Registration Evaluation Authorization and Restriction of Chemicals) in addition to calculating the recyclability rate, which is a requirement to receive type approval of motor vehicles in Europe. In FY2020, Suzuki provided customers with 18 new models that included automobiles, motorcycles, and outboard motors upon confirming these products comply with substances of concern regulations. With expectations of a further tightening of regulations, Suzuki will strictly comply with these regulations and strive to provide customers with products with minimal amounts of substances of concern.



### ●Promotion of establishment of the system to control substances of concerns in overseas bases

As a pillar for management of substances of concerns, we established the "Suzuki Green Procurement Guideline" and are starting its operation accordingly at major overseas production bases since 2011. We are also implementing the audit aimed to check its operation. In FY2020, the global COVID-19 pandemic prevented us from visiting overseas plants to audit operational conditions and we therefore switched to online audits.

In FY2021, we plan to implement mainly online audits.

\* FY2020 results: four bases (SIM, SMT, PSMC, SMIPL)

### ●Strengthening thorough prohibition of use of asbestos in Suzuki Group

The use of asbestos is thoroughly prohibited in Suzuki's technical standards. Especially, to enforce prohibition of use for parts delivered in overseas plants, we newly established the "Asbestos Control Rules". The rule requires establishing management rules of asbestos at our overseas production plants, announcing complete prohibition of use of asbestos to our business partners, and implementing periodical education to persons concerned in the company. Implementations of these requirements are audited by Suzuki.

In FY2020, the global COVID-19 pandemic prevented us from visiting overseas plants to audit operational conditions and we therefore switched to online audits.

\* FY2020 results: four bases (SIM, SMT, PSMC, SMIPL)

### ●Conformance to regulations concerning chemical substances

Regarding the use of substances that do not contain PFOA (perfluorooctanoic acid), the use of which is prohibited under the Stockholm Convention on Persistent Organic Pollutants, in cooperation with its business partners, Suzuki has completed its switch away from the use of products intentionally containing PFOA.

We are promoting the shift in products to materials that do not contain 4 substances of phthalate type plasticizer (DEHP, DBP, BBP, and DIBP) specified as a limited substance (prohibition) in REACH (EU) under cooperation with our suppliers.

Although we completed the switch to materials not containing these substances for motorcycle and outboard motors as of July 2020, an error in IMDS data entry was found. In response, we convened online briefings with our business partners regarding the management of substances of concern and IMDS data entry. In FY2021, Suzuki will promote shift to materials that do not contain these substances for its automobiles.

### ●Reducing VOC (volatile organic compounds)\*1 in car interior

In order to provide safe and secure products to customers, we are making efforts in reducing the amount of VOC by using materials, bonding agents, etc. that emit less VOC for interior parts. For all new domestic automobile models sold since January 2006, we have successfully achieved lower cabin VOC levels than the target set by the automobile industry\*2. In FY2020, we achieved the target for 3 models including the new Solio and the minor-changed Alto.

In addition to reduction of VOC, we are making efforts in reducing cabin odor to promote making of more comfortable interior environment.



VOC measurement in the cabin (New Solio)



VOC analysis

\*1 VOC is deemed as a cause of sick building syndrome (bringing about a headache and/or sore throat) and is known as a danger substance to public health.

\*2 Japan Automobile Manufacturers Association (JAMA) takes a voluntary approach to reducing the vehicle cabin VOC on substances defined by Japan's Ministry of Health, Labor and Welfare in 2002 by imposing its voluntary targets, all of which are stricter than the government targets, on new passenger car models sold from April 2007 and new commercial vehicle models sold from April 2008.



## Promotion of environment conservation with our business partners

### Understanding situation of CO<sub>2</sub> emissions and information on water risks of our business partners (Japan)

Since 2016, Suzuki has been conducting research on information regarding climate changes and water risks of our domestic business partners with high purchasing amount. Through the research, we are making efforts in understanding their trends in CO<sub>2</sub> emissions in scopes 1, 2, and 3 and water consumption amount, and situations of long term CO<sub>2</sub> reduction target and initiatives as well as water risk evaluation.

In FY2020, 117 companies of our business partners, which account for approximately 71% of our domestic purchasing amount, have cooperated to the research. Of these companies, those recognizing of climate change risks accounted for 95%, those evaluating physical risks including overflow and drought within the company for water risks were 86%, and those evaluating restriction and reputation risks concerning restrictions for water usage and company reputations were 74%. We will continue making efforts in the research while expanding it to overseas business partners as well.

### Promotion of green procurement

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

We partially revised this guideline in October 2013 to phrase the matter related to establishment of the substances of concern control system of partner companies, and prepared/added the self-check sheet for substances of concern control system. (We are requesting new and existing suppliers to submit check sheets thereafter. More than 92% of suppliers of production parts have attained outside certifications including ISO14001.)

Also, we are going hand-in-hand with our suppliers to conform to not only existing regulations, such as European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), but also various future environmental laws and regulations.

\*Suzuki Green Procurement Guideline: [https://www.globalsuzuki.com/corporate/environmental/green\\_policy/pdf/suzukiGreenGuideline.pdf](https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf)

#### ●Holding briefings for better communication with business partners

We convene briefings as needed to share with and communicate Suzuki’s policies to our business partners.

In FY2020, on October 29 and 30 and November 2, we held briefings for our business partners in Japan and provided explanations covering such topics as “an overview of Suzuki’s management of substances of concern,” “requested items for management of substances of concern,” and the “introduction of cases of erroneous transmission of information on substances of concern.” Although we normally hold in-person briefings, in FY2020 we held online briefings as a measure to guard against the spread of COVID-19. Approximately 500 business partners participated and deepened their understanding of Suzuki’s green procurement.

#### ●Request for cooperation for continuously reducing risk

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

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

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



## Efforts in Production and Offices

In order to make sustainable growth, we are making efforts in business activities by having common value and interacting with the society. Various initiatives made in production and offices include: promoting reduction and control of CO<sub>2</sub> emissions through promoting energy-saving activities and expanding the use of alternative energy; efficiently using resources such as recycling wastes (raw materials and office papers) and water; and preventing contamination by setting and managing restriction values higher than those required in laws and regulations for emission gas, wastewater, chemical substances, etc. emitted from plants.

### Reduction in amount of CO<sub>2</sub> emitted

#### Reduction of CO<sub>2</sub> emission in manufacturing activity

##### ● CO<sub>2</sub> emissions amount per global production units

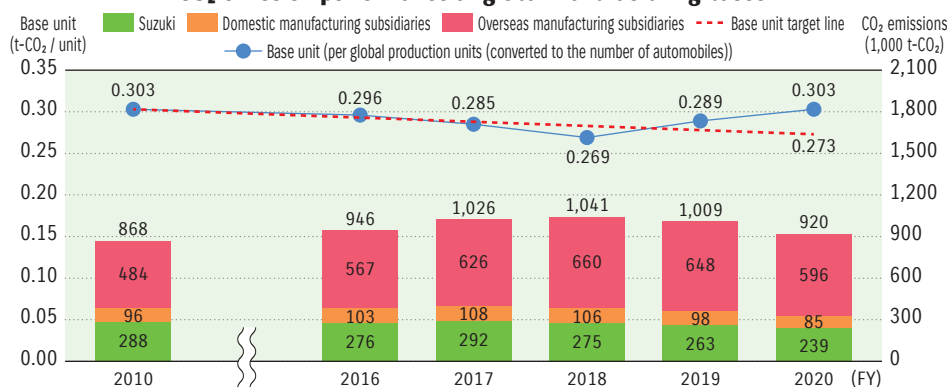
The “Paris Agreement”, which is a new international framework aimed at reducing greenhouse gas to suppress global warming, has been enacted, and governments of various nations and companies worldwide are promoting actions to reduce the emission of greenhouse gases in order to realize the target of controlling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

We consider that it is important to globally promote a reduction of CO<sub>2</sub> emissions from plants in order to reduce the effects of greenhouse gas emissions, and we were making efforts to reduce the amount of CO<sub>2</sub> emissions per production unit (converted to the number of automobiles) of Suzuki’s global manufacturing units by 10% (against FY2010) by FY2020 in accordance with the “Suzuki Environmental Plan 2020”.

The total amount of CO<sub>2</sub> emissions from manufacturing activity in FY2020 of Suzuki’s global manufacturing units was 920,000t-CO<sub>2</sub>/year, that of Japan was 324,000t-CO<sub>2</sub>/year, and that of overseas was 596,000t-CO<sub>2</sub>/year. CO<sub>2</sub> emission amount per manufacturing unit in FY2018 achieved the final FY2020 reduction target, but the actual basic unit for FY2020 was 0.303t-CO<sub>2</sub>/unit.

As reduction initiatives, besides activities for saving energy and eliminating waste, Suzuki promoted the conversion from LPG to city gas in Japan and the expansion of solar power generation overseas in accordance with plans and achieved its targets in FY2018. In contrast, Suzuki was unable to attain its targets in FY2019 due to economic stagnation in India while in FY2020 Suzuki could not absorb the impact of worsening of production efficiency owing to a decrease in production volume amid the COVID-19 pandemic.

CO<sub>2</sub> emission performance at global manufacturing bases\*



CO<sub>2</sub> emissions by plant

Plant	CO <sub>2</sub> emissions (1,000t-CO <sub>2</sub> )
Iwata Plant	30.3
Kosai Plant	100.7
Osuka Plant	38.5
Sagara Plant	81.4
Hamamatsu Plant	6.3

\*Solar power-generation equipment was installed in Japan in 2015. Since then, we have made a rule to subtract the portion equivalent to sold electricity from the amount of CO<sub>2</sub> emissions, considering said portion to be contribution to reduction of CO<sub>2</sub> emissions, but because they were not included, we reviewed the calculations for the above results. There were mistakes in calculations of energies, and the figures have been changed in those years accordingly.

[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), and former Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

[CO<sub>2</sub> conversion factor]

Fuel (excluding city gas) conforms to IPCC\_2006 guidelines and city gas conforms to the values published by Chubu Gas.

Electric power conforms to the Act on Promotion of Global Warming Countermeasures (values published by the power company) in Japan and to the values of each year from 2010 to 2018 of IEA2020 in other countries.

●Energy-saving activities at plant

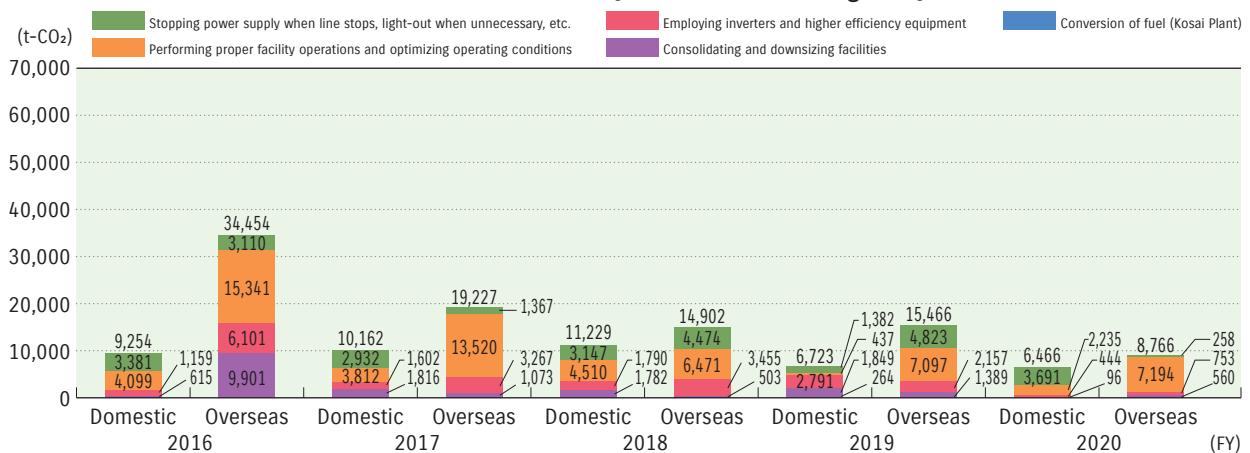
All employees participate in daily activities such as reducing air leaks, turning off lights during breaks, and switching off power when plants are not in operation. These efforts are steadily producing results each year.

Also, when upgrading the deteriorated production equipment or introducing new equipment for production of new models, we promote to build a more effective energy-saving plant by utilizing gravity, downsizing and reducing weight of equipment, and adopting high-efficient devices such as LED light and top-runner devices (motors, transformers).

Furthermore, as one of Suzuki's CO<sub>2</sub> reduction efforts, we are reconfiguring our supply of energy, such as by converting fuels from LPG to city gas at the Osuka Plant and Kosai Plants. Extending this conversion to the Iwata Plant and other plants is also in consideration.

CO<sub>2</sub> reduction amount of domestic and overseas plants and reduction amount by activities are as per below.

Total CO<sub>2</sub> reduction amount by activities conducted globally



[Area subject to totalization]  
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), and former Toyokawa Plant (until July 2018)) and 14 overseas manufacturing subsidiaries

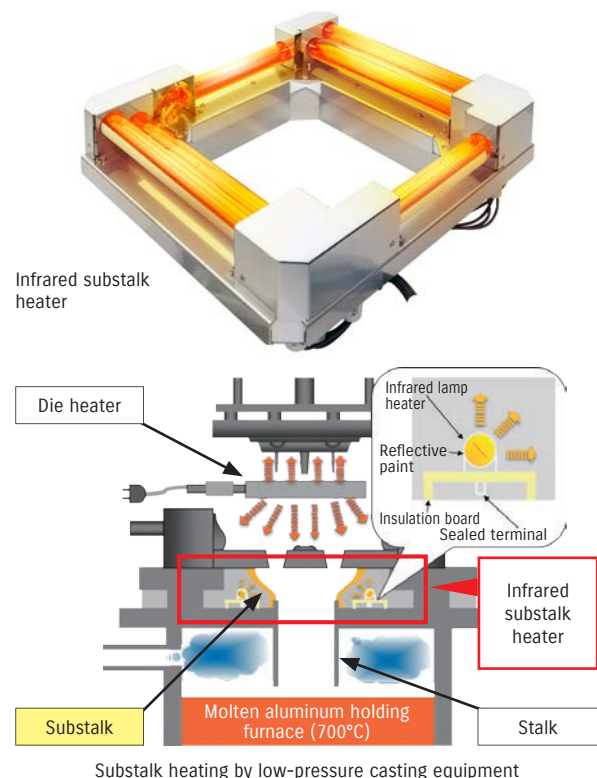
TOPICS

Efforts for CO<sub>2</sub>-free low-pressure casting process

Efforts for CO<sub>2</sub>-free low-pressure casting process jointly conducted by Suzuki, Chubu Electric Power Miraiz Co., Inc., and Metro Denki Kogyo Co., Ltd. garnered the ECCJ (The Energy Conservation Center, Japan) Chairman Prize in the Energy Conservation Best Practices Category of the 2020 Energy Conservation Grand Prize.

Specifically, the award recognized the introduction at Suzuki's Sagara Plant of an infrared substalk heater jointly developed by the three companies and the attainment of large energy reductions.

Previously, a gas burner was used to heat and maintain the temperature of the die and pouring during the low-pressure casting process such as for engine cylinder heads. In combination with an infrared die heater developed in 2015, the new heater enables a CO<sub>2</sub>-free low-pressure casting process that does not require combustion. Compared with heating using a conventional gas burner, energy consumption is reduced by 54% and heating time is shortened by 50%. Furthermore, temperature unevenness has been suppressed to just half of previous levels and the defect rate and the yield have also been improved.



**Promoting the use of renewable energies**

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

Suzuki is proceeding with the installation of solar power facilities at its domestic plants, which have already been introduced on land adjacent to the Sagara Plant (Makinohara) as well as at the Hamamatsu Maisaka-Nishi Solar Power Plant, and Hamamatsu Plant. We intend to continue installing solar power facilities at other plants in the future.

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

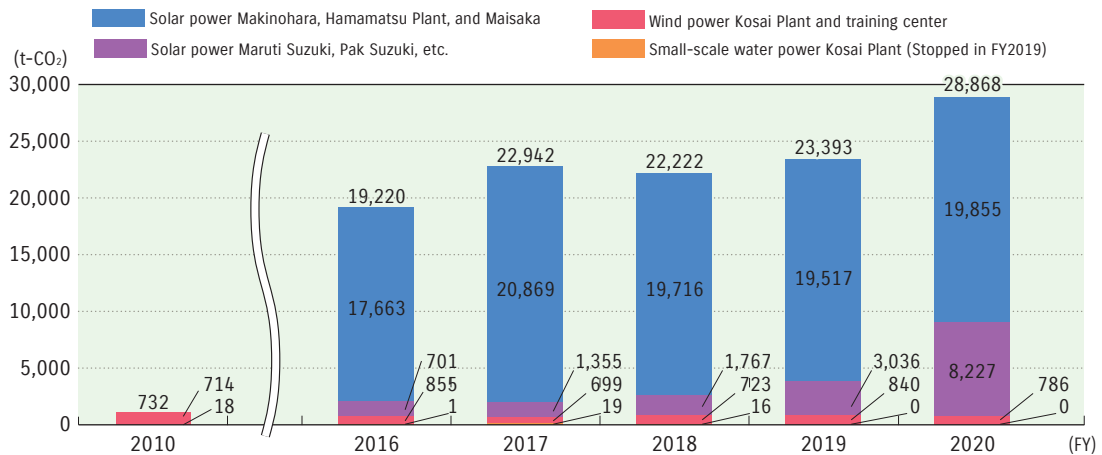
At overseas plants, Maruti Suzuki India Limited, Suzuki Motor Gujarat Private Limited, Suzuki Motorcycle India Private Limited, and Pak Suzuki Motor Co., Ltd. have introduced solar power generation facilities.

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

**Electric power generated by renewable energies**

	Electric power generation [kWh]
Wind power generation (Kosai Plant, training center)	1,651,002
Solar power generation (Maruti Suzuki, Pak Suzuki, etc)	11,332,186
Solar power generation (Makinohara, Hamamatsu Plant, and Maisaka)	41,711,717

**CO<sub>2</sub> reduced by renewable energies**



## Reduction of CO<sub>2</sub> emission from non-manufacturing activity

### ●Energy saving efforts at data center

At Suzuki's data center, energy-saving facilities are introduced to reduce the yearly increasing power consumption.

### Adoption of high-efficiency air conditioning facility

Four units of FMACS®-V hybrid (LL) indirect outside air-cooling air conditioning system, which is said to reduce energy used for air conditioning in data center by up to 63%, was introduced. We plan to replace the present air conditioning system with FMACS®-V hybrid (LL).

Power consumption reduction effect

Annual power consumption reduction amount: 148,999kWh

Annual reduction rate: 20.41%

\*The above figures are based on an analysis of results by NTT Facilities, Inc., which handles air conditioning equipment renewal.

### ●Promotion of CO<sub>2</sub> emission reduction at offices

We determined the standard of employee behavior in FY2008, and all of our employees are getting together to promote energy saving at offices and reduction of CO<sub>2</sub> emissions.

### Standard of employee behavior

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

#### [Standard of Behavior for In-house Cost Cutting Activities (Excerpt)]

- |  |  |
|--|--|
| ① Follow the predetermined temperature settings of air conditioner (cooling at 28°C and warming at 20°C) | ④ Implement eco-drive  |
| ② Turn off unnecessary electric lights   | ⑤ Computerize documentary forms and minimize printout of electronic data |
| ③ Save electricity of electric appliances  |  |

### Introduction of energy saving facilities

We are promoting introduction of LED lighting since FY2012 to promote energy saving at offices.

By far, we changed up to approximately 80% of the light in offices to LED.

### ●Other efforts

#### Reduction of traveling by utilizing IT

We are making efforts in reducing energy consumption from traveling by proactively utilizing TV conference system, Web conference system, and remote work environment. In FY2020, Suzuki expanded the scale and scope of its remote work environment for partner companies, which had been operating since spring of 2019, in response to the COVID-19 pandemic. This enabled employees at partner companies to engage in their tasks without having to come to work at Suzuki.

Reduction of the number of people traveling

Monthly average number of people: 2,838 people

Average number of people per work day: 139.4 people

\*The above figures are based on results from August 2020 to March 2021.



Introduction of LED light

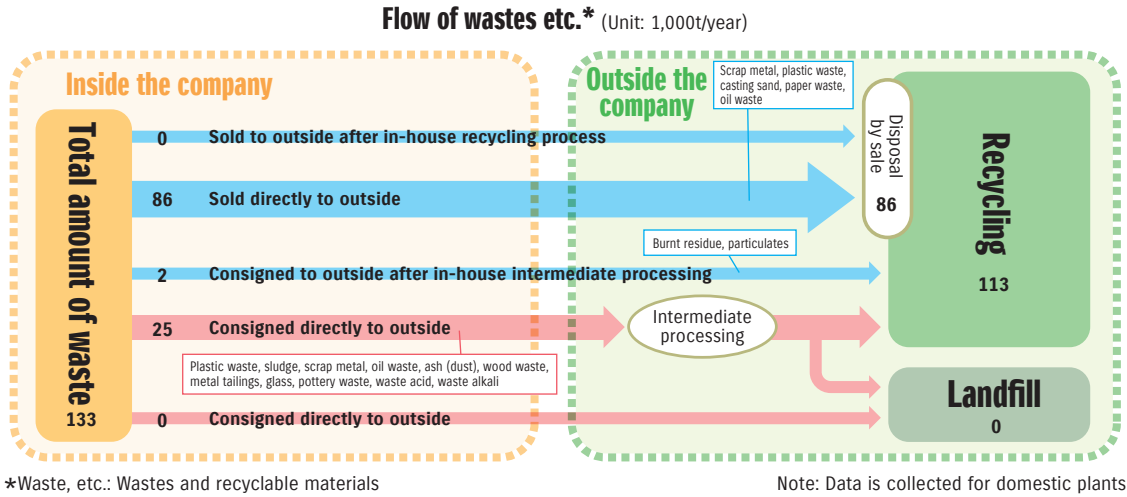
### Promotion of eco-driving

It was in FY2007 that we started the eco-drive education as part of our environmental education programs. And since FY2009, we have held special seminars focusing on eco-drive at the headquarters and each plant/office on an as needed basis. So far, 9,277 persons in total participated in the seminar.



**Effective use of resources**

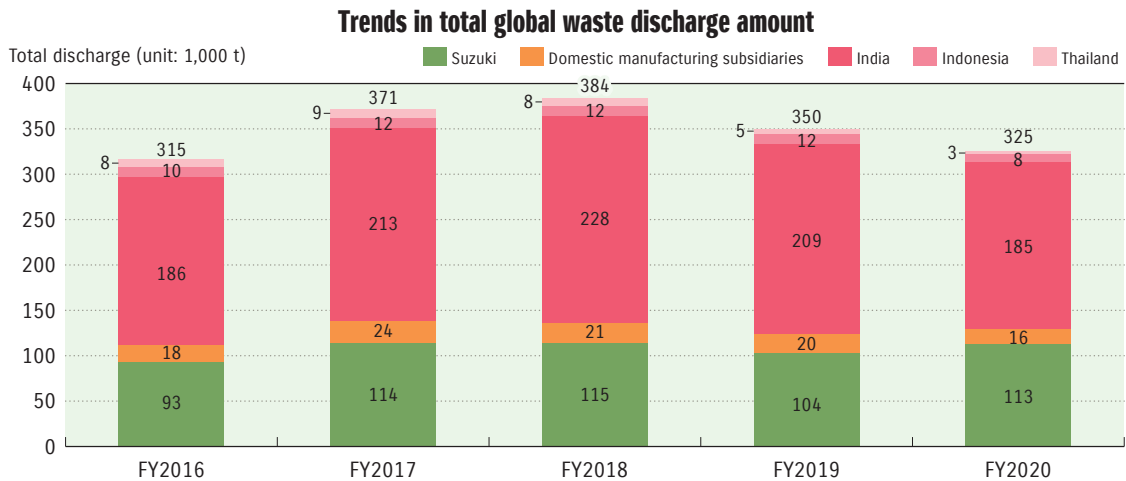
**Effective use of resources in production activities**



**Reduction of waste materials**

**Total waste discharge amount**

The total waste discharge amount at Suzuki and domestic manufacturing subsidiaries was 129,000 tons (up 4% from the previous year), and the global total waste including Japan was 325,000 tons. Also, there are no exports/imports of hazardous wastes specified in the Basel Convention.



[Area subject to totalization]

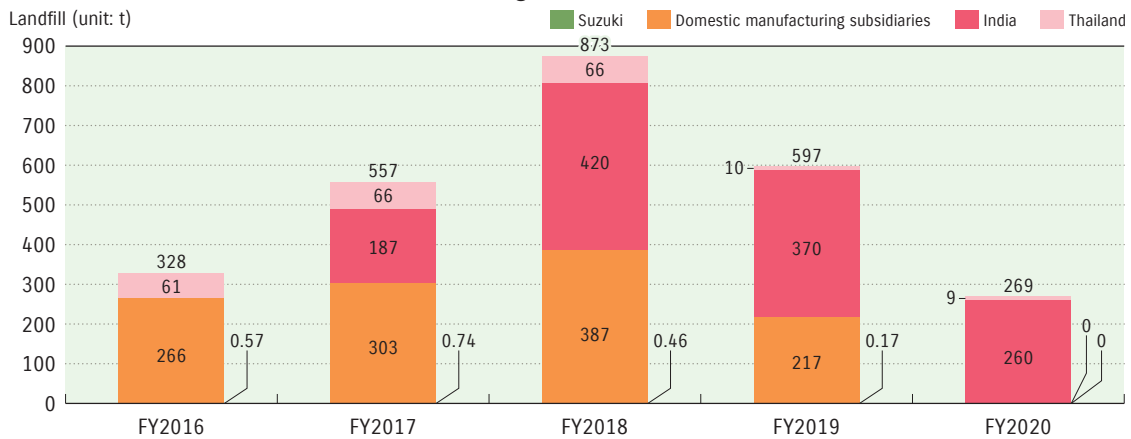
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, and Thailand)

**Reduction of landfill amount**

In FY2020, while Suzuki and domestic manufacturing subsidiaries achieved the zero-level\*1 landfill amount, global landfill amount\*2 was 269t (down 55% from the previous year).

Looking ahead, we will maintain zero-level landfill waste amounts in Japan and promote a conversion to recycling at our overseas bases.

**Trends in global landfill amount**



\*1 Definition of the zero-level

Plants and die plant in Japan: The total amount of landfill waste is less than 0.5% of the amount in FY1990 (24,675t).

Domestic manufacturing subsidiaries: The total amount of landfill is less than 0.5% of the amount in FY2002 (1,370t).

\*2 As a result of revising the totalization method in FY2018, results before FY2017 are also amended.

[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (India and Thailand)

**●Early disposal plan of PCB (Polychlorinated Biphenyl)**

The Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes requires appropriately disposing of PCB wastes contained in old capacitors etc. by 31 March 2027. In order to completely dispose of PCB wastes now stored in house as soon as possible, Suzuki has made a waste disposal consignment contract with a waste disposer authorized by the Ministry of the Environment.

At Suzuki's domestic plants, PCB wastes equivalent to 1,997 units of vehicles have been disposed by the end of March 2021.

**Reduction of wastes from offices**

Under the policy of making parts smaller, fewer, lighter, shorter, and neater, Suzuki is making efforts for paper reduction and material recycling.

**●Paper reduction**

For the purpose of reducing the amount of paper used, Suzuki has been aggressively conducting company-wide paperless and paper reduction activities by promoting computerization of various documentary forms, duplex printing, use of backing paper, and reduction of documents used at meetings.

**●Promotion of material recycling of paper waste**

At Suzuki head office, paper wastes were previously burnt for thermal recycling (reused as heat energy). Since July 2005, however, material recycling has been conducted, instead of the thermal recycling, through separate collection of office documents, newspapers and magazines, cardboard boxes, etc. In FY2020, 874 tons of paper wastes were recycled.

## Efficient use of water resources in production activities

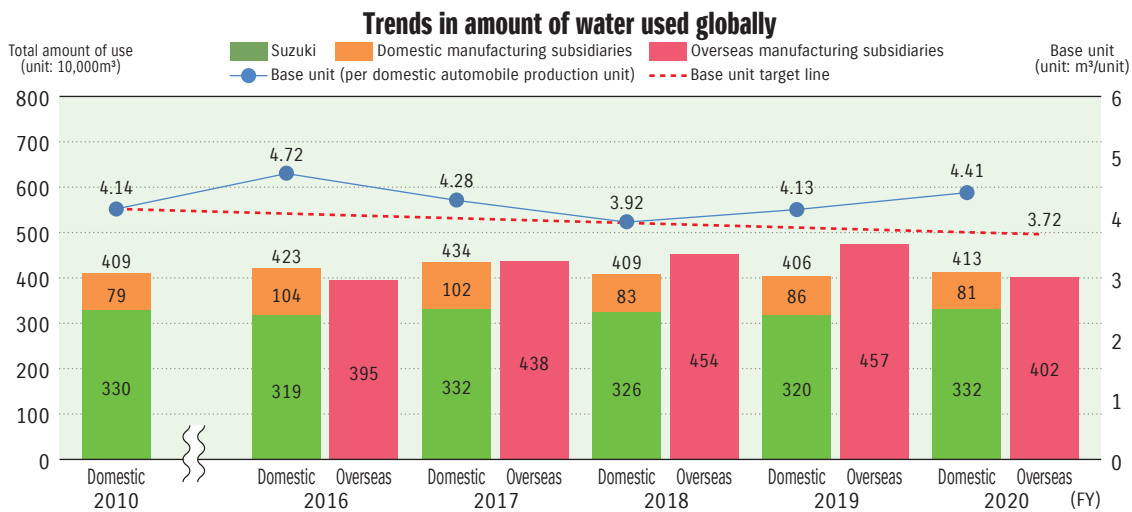
### ●Reduction of amount of water used

Since FY2016, we have been working toward a target to reduce base unit amount of water used by 10% by FY2020, with FY2010 as the base year, and domestic production units (converted to the number of automobiles) as the base unit denominator. For this purpose, the Suzuki Group is making efforts to reduce the amount of water used through water-saving and reusing wastewater in domestic and overseas plants. Specifically, we are adopting airtight cooling towers, and utilizing air-cooled system and cooling water for compact air conditioners. At Maruti Suzuki India and Suzuki Motor Gujarat in India, where they have severe problem with water shortage in particular, they accomplished “zero” drainage discharge to outside by reusing wastewater for gardening in the company, while introducing air-cooling system for equipment to reduce use of water.

The amount of water used in FY2020 in Japan increased by 1.7% compared to the previous year, resulting in 4.13 million m<sup>3</sup>, and base unit increased by 6.8% year-on-year from 4.13m<sup>3</sup>/unit to 4.41m<sup>3</sup>/unit.

Although overall production volume is decreasing, the overall amount of water used increased due to such factors as painting quality measures.

As an initiative of Suzuki Environmental Plan 2025, Suzuki will consider and implement initiatives that will enable the monitoring of its global water usage and the reduction of the usage to the FY2016 level.



[Area subject to totalization]

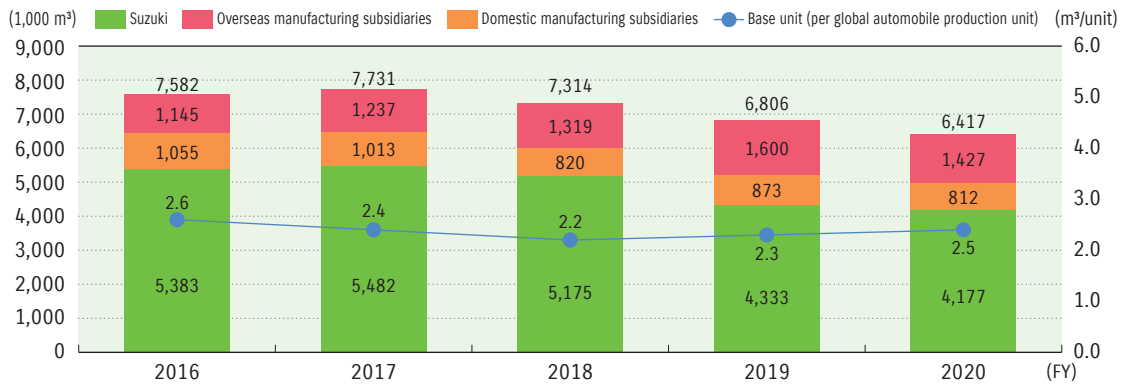
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

●Purification of plant effluent

Production wastewater and sewage produced in plants are purified at the company’s wastewater treatment facility before being released to rivers or public sewerage. Efforts are made in reducing substances of concern upon releasing, by setting individual standards stricter than the wastewater standards specified in laws and restrictions.

Under the Suzuki Environmental Plan 2025, we will promote management of water usage amounts for global automobile production.

**Trends in amount of wastewater\***



[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

\*Under the Suzuki Environmental Plan 2025, we will promote management of water usage amounts for global automobile production.

We also changed the base unit of wastewater and reviewed the results.

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

In order to aggressively reduce water usage, we are making efforts in awareness of water-saving such as by announcing detailed measures, in addition to posting water-saving awareness posters in toilets and kitchens. We are also making efforts in reducing water usage such as by automating faucets and introducing water-saving models in toilets.

## Efforts for environmental conservation

### Control of chemical substances

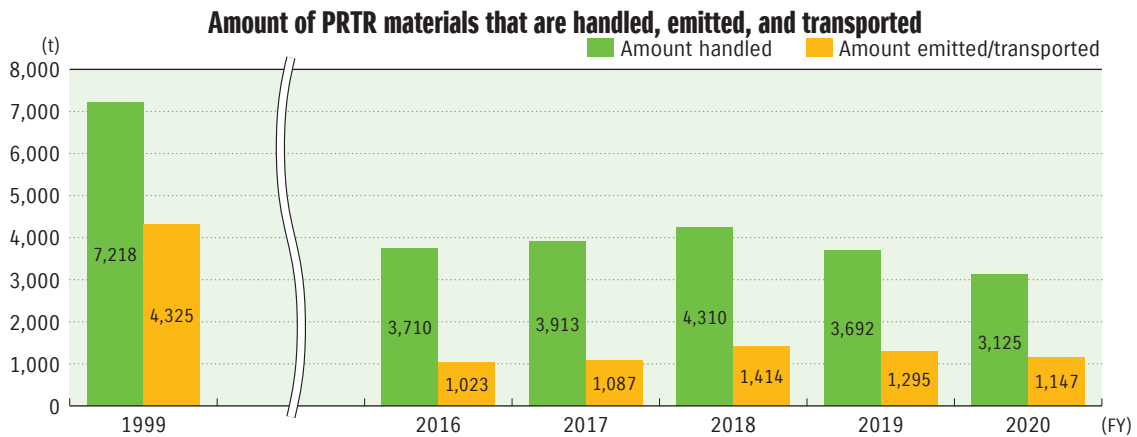
#### ●Purchasing new substances

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

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

#### ●PRTR (Pollutant Release and Transfer Register) targeted substances

To reduce materials with environmental impact, we are working to reduce PRTR targeted substances. The amount of emissions and transportation of them was 1,147 tons in FY2020.



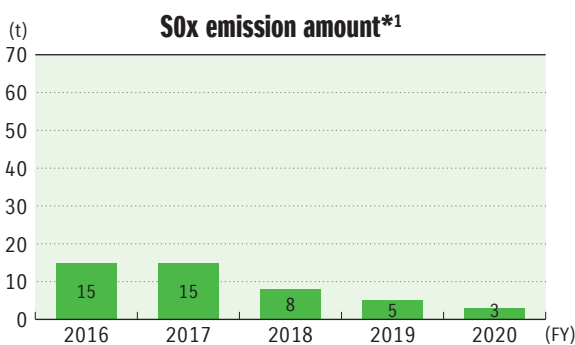
[Area subject to totalization]

Headquarters, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), Motorcycle Technical Center, and Marine Technical Center, Shimokawa proving grounds (from FY2020)

### Control of air pollution

#### ●Control of SOx and NOx emissions

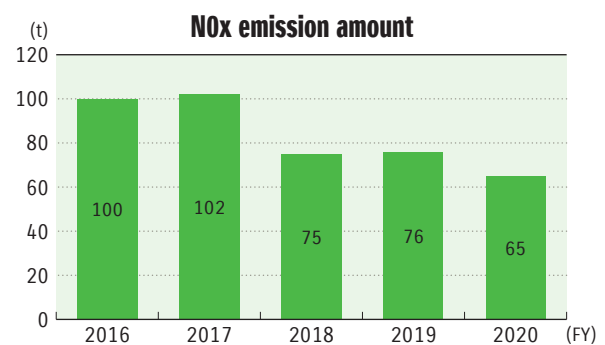
In order to prevent air pollution, we are making efforts in maintaining and controlling SOx (sulfur oxides) and NOx (nitrogen oxides) emission amounts that are emitted from boilers, etc. by setting higher voluntary standards.



\*1 SOx emission amount is calculated according to fuel consumption from January to December.

[Area subject to totalization]

Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant



[Area subject to totalization]

Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and die plant



**● VOC reduction in the painting process**

Great efforts are made to reduce emissions of VOC (solvent) used in the painting process.

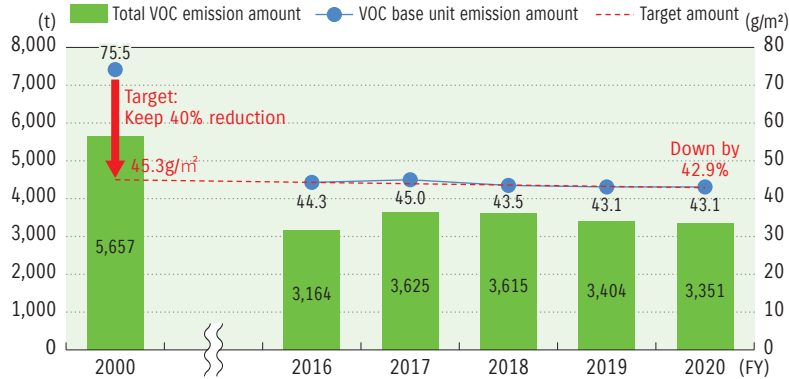
The total emission in FY2020 including painting of automobile bodies, bumpers, and motorcycles was 3,351t/year.

VOC base unit emission amount was 43.1g/m<sup>2</sup>, down by 42.9% from FY2000, while the target is 40%.

We will continue to improve the painting method etc. to reduce VOC emissions.



**VOC emission amount in painting process**



[Area subject to totalization]

Domestic plants with each painting process of automobile body, motorcycle, and bumpers (Iwata Plant, Kosai Plant, former Toyokawa Plant (until July 2018), Hamamatsu Plant, and Sagara Plant)

## Control of water and soil contamination

### ● Preventing the leakage of sewage

For the purpose of water quality management and maintenance, our analysis department periodically conducts analysis on plant effluent, groundwater, water used in factory processes, and industrial water to check the possibility of sewage leaking from any plant. If any abnormality should be found in the water quality, the relevant section will be immediately informed, and proper measures will be systematically carried out.

We were registered as the “Environmental Measurement Certification Business (Concentration)” of the Measurement Act in 1994. Since then, we have continued to conduct field measurements and verify the measured industrial wastewater/wastes, while promoting the group-wide activities for prevention of contaminant outflow.



Analysis

### ● Soil and groundwater protection

#### Efforts for prevention of the proliferation of soil contamination

From FY2015 to FY2016, all 16 facilities in our domestic plants and domestic manufacturing subsidiaries investigated geography and history in order to record the information about risks of soil contamination due to chemical substances etc. used in the past. Based on this investigation, upon making changes to character of land with risk of soil contamination, we conduct soil survey, and are making efforts in purifying and removing contamination appropriately when soil contamination is found.

In FY2020, we conducted soil survey 7 times in our domestic plants, and 2 soil contamination was found. Soil contamination was appropriately sanitized and removed by excavation and removal, and sanitizing the area.

#### Efforts for cleanup of groundwater

Since the organic chlorine compounds (trichloroethylene and cis-1, 2-dichloroethylen) were discovered in the groundwater at Takatsuka Plant in January 1999, we have continued the groundwater cleanup efforts and have conducted measurements along the plant's site boundaries. In addition, we started a biological remediation in March 2015 for groundwater cleanup by using microorganisms to complete the sanitization as early as possible. Groundwater is being cleaned up owing to the effect of this bio-remediation. We will aim to complete the cleanup of organic chlorine compounds by continuing the bio-remediation.

## Reduction of odor and noise

Although we strictly follow the relevant regulations or laws, the odor and noise released from our plants may make local residents uncomfortable. Compliance with the laws and regulations is the minimum required sustainability. Aiming to be fully trusted by the local community, we will continuously promote necessary measures for prevention of noise and odor and elimination of their potential sources.



# Transportation

Suzuki implements environment-friendly transportation of products in cooperation with transportation companies. Efforts are made to reduce CO<sub>2</sub> emissions by considering optimum route and ways of transportation. Also, we engage in the effective use of resources by actively implementing the 3Rs such as the use of returnable containers in transporting spare parts and knock-down parts, as well as the use of disposal materials as cushioning materials.

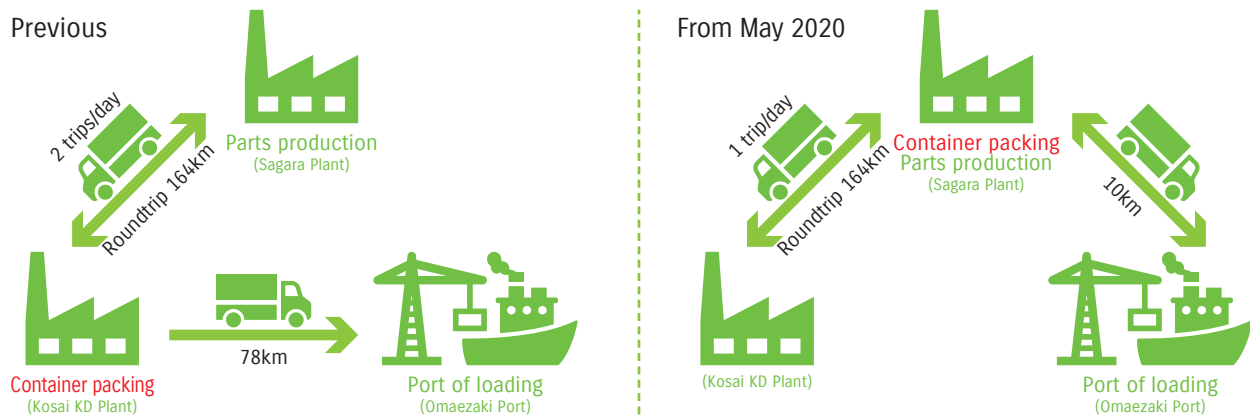
## CO<sub>2</sub> reduction

### Improving transportation efficiency by transferring work processes between plants

#### ● Shortening the transportation distance from plants to shipping port and reducing the number of transportation trips between plants

Until April 2020, some of our exported products manufactured at the Sagara Plant were first transported to the Kosai KD Plant, where they were packed into containers and transported by trailer to the shipping port.

From May 2020, we shortened the transportation distance to the shipping port and reduced the number of transportation trips between plants by transferring the container packing process to the Sagara Plant.

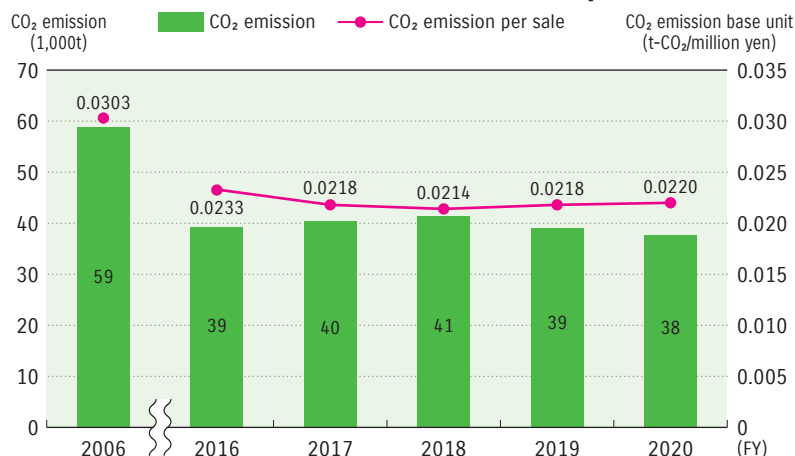


#### ● CO<sub>2</sub> reduction in domestic transportation

We are trying to reduce transportation distance, improve transportation efficiency, promote modal shift, increase fuel efficiency of transportation vehicles, etc. in order to reduce CO<sub>2</sub> emissions in domestic transportation.

CO<sub>2</sub> emission in FY2020 was reduced by 36% compared to FY2006, and by 4% compared to previous year to 37,606t-CO<sub>2</sub>. CO<sub>2</sub> emission base unit per sales was improved by 27% compared to FY2006.

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



Some data up to FY2019 were not included in the previous report, so some figures have been changed.

## Effective use of resources

### Reducing the use of containers and packaging for products

Suzuki is working to reduce the amount of containers and packaging (including corrugated cardboard) used for the packaging of spare parts, outboard motors, and other products. In FY2020, Suzuki reduced the amount of containers and packaging (including corrugated cardboard) used per part sales by 46.3% compared with the FY2005 level. (We have achieved our target reduction rate of 15% or more continuously since FY2010.)

### Plastic reduction from outboard motor products and spare parts packaging

To reduce the amount of plastic waste generated from our business activities, in 2020 we commenced activities to reduce the amount of plastic packaging of outboard motors and spare parts. For product packaging, we changed some of the packaging materials from plastic to biodegradable plastic, rayon, and paper for limited-production outboard motors manufactured in June 2020. In the future, we plan to perform a market evaluation of the materials used and gradually expand the use of these materials to other product packaging. For the packaging of spare parts, Suzuki changed from plastic materials to paper for 161 products starting from production in October 2020 and has achieved a reduction of approximately 1.7 tons of plastics as of April 2021.



Paper used as a plastic substitute material for packaging of outboard motor spare parts  
Plastic material (left) and paper material (right)

① Exterior carton fixing



② Lower unit presser material fixing

③ Body cover

④ EG cover



Bundled box

⑤ Tool Box

⑥ Transom plate

⑦ Bundled parts bag

⑧ Bundled box fixing

⑨ Harness bag

⑩ Harness bag fixing

Adopted plastic substitute materials for ① to ⑩ for outboard motor packaging

### Reduction of packaging materials used for shipment of spare parts

#### ● Use of returnable containers

#### <Reduction in weight of packaging materials such as corrugated cardboard used for shipment of spare parts>

We are pursuing the use of returnable containers in our domestic shipping of spare parts. In FY2020, returnable containers were used in 33% of the whole shipping, which reduced approximately 136t of corrugated cardboard.



#### ● Reuse of disposal materials

In order to prevent damages to spare parts during transportation, we reuse disposal material produced in plants to make cushioning materials. We reused approximately 0.5t of disposal mirror mat and 1.5t of disposal corrugated cardboard in FY2019.



Reuse of mirror mat



Reuse of corrugated cardboard

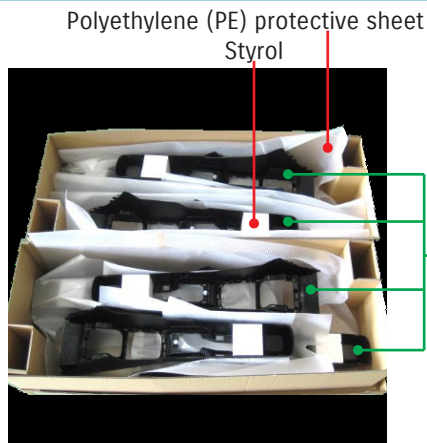
**TOPICS**

**Suzuki earns Japan Packaging Contest 2020\* Logistics Award**

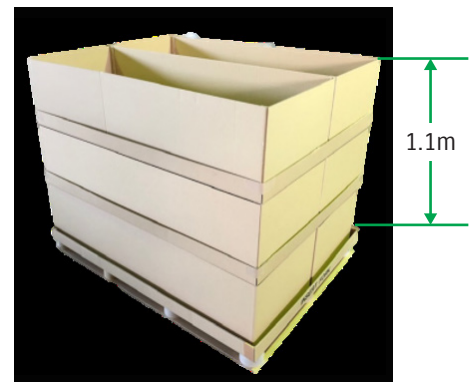
The “improvement of autopart console box collective packaging for overseas markets” implemented in collaboration with Oji Container Co., Ltd. earned acclaim for reducing packaging materials and improving packaging method and won the Japan Packaging Contest 2020 Logistics Award.

\*The Japan Packaging Contest is a contest sponsored by the Japan Packaging Institute for the purpose of developing and promoting wider use of excellent domestic packaging and related technologies.

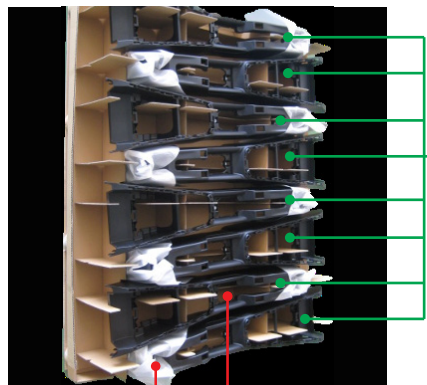
**Before improvement**



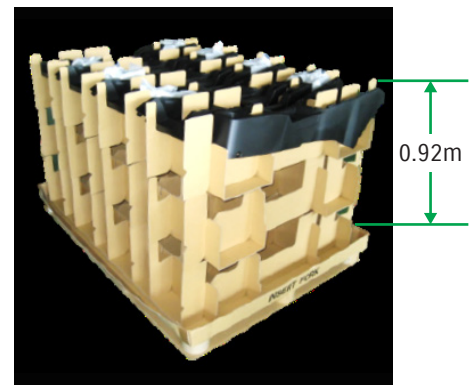
24 items (1 case)  
 Products: 4 rows x top/bottom 2 x 3 layers



**After improvement**



24 items (1 case)  
 Products: 8 rows x 3 layers



Fixed by utilizing the inner shape of the product  
 PE protective sheet (partially used)

**Improvement status**

Improvement items	Before improvement (per case)	After improvement (per case)	Improvement effect
Number of styrol	24	0	100% reduction
Volume of PE protective sheets (%)	100	15	85% reduction
Number of material items	72	31	56% reduction
Volume of cardboard usage (%)	100	74	26% reduction
Packaging weight (weight reduction) (%)	100	77	23% reduction
Packaging container (volume reduction) (%)	100	84	16% reduction





## Efforts by Sales Distributors

Suzuki Group including the consolidated subsidiaries conducts environment management. Efforts made by sales distributors include: reducing CO<sub>2</sub> emissions through energy-saving in offices and promoting eco-driving; efficiently using resources of end-of-life vehicles as a contact for various recycling systems; and conserving environment by cooperating in local clean-up activities and environment events.

### Reduction in CO<sub>2</sub> emission

#### Energy-saving activities of non-manufacturing domestic subsidiaries of the Suzuki Group

56 domestic sales companies and 4 non-manufacturing companies\* have a common energy-saving goal “Aggressively promote energy-saving activities toward suppressing global warming by introducing energy-saving facilities”, and are actively promoting energy-saving activities.

Also, each 54 domestic automobile sales companies have introduced the Environmental Management System. They are making improvements in energy-saving, water-saving, reduction of environmental load such as wastes, and compliance to environmental laws and restrictions.

#### Goal

**Aggressively promote energy-saving activities toward suppressing global warming by introducing energy-saving facilities**

\*56 domestic sales companies: Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motorcycle Sales Inc., Suzuki Marine Co., Ltd., etc.  
4 non-manufacturing companies: Suzuki Business Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, and Suzuki Engineering Co., Ltd.

## Effective use of resources

### Automobiles

#### Efforts for recycling law in Japan

##### ● Efforts for Automobile Recycling Law

In accordance with Automobile Recycling Law\*<sup>1</sup> enforced in January 2005, Suzuki has exercised its duty to collect and/or recycle shredder scraps (ASR\*<sup>2</sup>), airbags, and Freons of end-of-life vehicles.

Implementation in FY2020 (from April 2020 to March 2021) is as below.

##### Collection and recycle of ASR

Our ASR recycling rate was 96.4% in FY2020, continuously achieving or surpassing the legal target for FY2015 or later (70% or higher) since as early as FY2008. Vehicle recycling rate reached 99.3%\*<sup>3</sup>.

We are promoting collection and recycling of ASRs through ART\*<sup>4</sup> organized by 13 automobile manufacturers, etc. (as of 31 March 2021), including Nissan Motor Co., Mazda Motor Corporation, and Mitsubishi Motors Corporation, for working together with nation-wide recycling companies for the purposes of conforming to the relevant regulations, properly disposing of waste, increasing the recycling rate, and reducing the disposal cost.

##### Collection and Recycle of Air Bags and Freons

In FY2020, our airbag recycling rate was 94.9%, continuously achieving or surpassing the legal target (85% or higher) since as early as FY2004. The amount of Freons that we collected and disposed of was 80.4t.

For collection and recycle of air bags and collection and disposal of Freons, Suzuki and other auto makers organized the Japan Auto Recycling Partnership for working together with recycling companies throughout the nation.

We will make continuous efforts to promote the recycling activities, while designing easy-to-recycle products, saving and effectively using resources, reducing the amount of wastes, reducing the cost of recycling, and establishing a stable recycling system.

\*1 Automobile Recycling Law: Formal name "Act on Recycling, etc. of End-of-Life Vehicles"

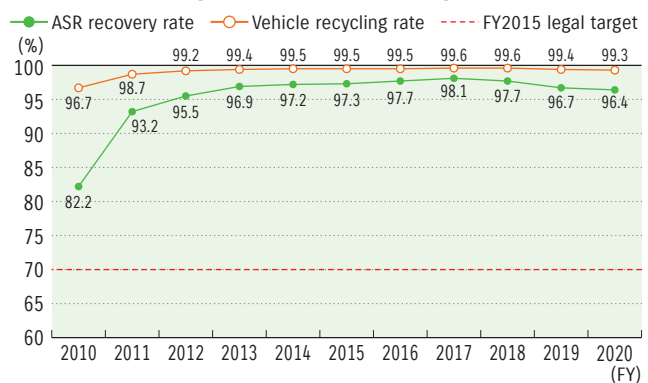
\*2 Automobile Shredder Residue

\*3 Calculated by adding to the percentage recycled and recovered up to the dismantling and shredding processes (approximately 83%, quoted from the May 2003 joint council report) the remaining ASR rate of 17% × ASR recovery rate of 97%

\*4 Abbreviation for Automobile shredder residue Recycling promotion Team

Please refer to the following website concerning our automobile recycling initiative and recycling results (in Japanese language only)  
<https://www.suzuki.co.jp/about/csr/recycle/index.html>

Trends in ASR recovery rate and vehicle recycling rate (from FY2010 to FY2020)



#### Efforts for recycling in overseas

In India, Maruti Suzuki established MSTI, a joint venture with Toyota Tsusho in October 2019 for proper dismantling and recycling of ELVs, ahead of its law enforcement in India. It aims to reduce littering of vehicles and parts, and also to tackle environmental issues including global warming and soil/water contamination.

Collection and recycling of used lithium-ion batteries is currently being promoted.

In the European Union, according to the End-of-life Vehicle Directive (ELV Directive: 2000/53/EC), we are promoting collection and recycling of ELVs and batteries, etc. in accordance to laws, regulations, and conditions of each country.

In addition, we are obliged to provide disposal companies with the timely dismantling information on new model automobiles, and we give such information through the international information system IDIS (International Dismantling Information System) jointly organized with other automobile manufacturers.

Moreover, in accordance with the RRR (Reusability, Recyclability, and Recoverability) Directive 2005/64/EC, it is required that new vehicles shall be recyclable to a minimum of 95% as a condition for receiving the type approval of motor vehicles in the European Union. To satisfy that condition, we were audited by an authorized auditing agency on our systems for collecting material data and verifying substances of concern. As a result, we acquired the certificate of conformance (COCOM) in August 2008 and the RRR Directive for all of our vehicles sold in Europe. Then, due to the revision of European RRR Directive (2009/1/EC), we were audited again by another authorized organization and obtained a new COCOM in October 2011, and since has been updating every other year, and our new models have received the type approval based on the revised Directive.

## Promotion of voluntary recycling efforts

### ● Efforts for recycling of bumpers

In an effort to use resources more effectively, we have been collecting and recycling used bumpers that have been removed from automobiles by distributors at the time of repair or replacement.

Initially, used bumpers were collected from distributors in the original form. Since 2000, however, they have been collected after being shredded by a shredding machine, which has been installed in almost all of our distributors (with some exception). Additional bumper shredding machine were introduced or added in FY2012. As a result, the cubic volume of the (shredded) bumpers for transportation was reduced to 1/6 of the previous volume, allowing for reduction of CO<sub>2</sub> emission during transportation due to efficient transfer and handling of the downsized materials.

The collected bumpers are recycled and reused to produce such automotive parts as fuel filler hose cover, side deck insulator cover, battery holder, engine undercover, head rest, etc. In FY2020, approximately 72,000 bumpers were collected.

### Examples of parts using recycled materials



Fuel filler hose cover of Carry



Side deck insulator cover of Carry

## Recycling of batteries

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

Lithium-ion batteries are employed by the low fuel consumption technologies of Ene-Charge, S-Ene Charge, Mild Hybrid, and Hybrid.

Since launching the WagonR equipped with Ene-Charge in 2012, Suzuki has established and is operating a system to collect and properly dispose of the used lithium-ion batteries when disposing those vehicles at the end of their lives. In October 2018, in line with the start of free collection system of lithium-ion batteries with Japan Auto Recycling Partnership as the window, Suzuki took part in this system. By FY2020, total of 9,353 batteries were collected. For more details of collection and recycling of used lithium-ion batteries, access the following website. (In Japanese language only)

<https://www.suzuki.co.jp/about/csr/recycle/battery/index.html>

### ● Collecting and recycling of used lithium-ion batteries in overseas

We launched the Baleno equipped with SHVS mild hybrid system installed with the lithium-ion battery in Europe (EU+EFTA) in April 2016, and subsequently launched the Ignis, Swift, Vitara and the SX-4 S-Cross. We are promoting to build the network for collecting used lithium-ion batteries according to the EU "Directives for used batteries (2006/66/EC)", laws/regulations and conditions of each country.

In India, Maruti Suzuki has established a system to collect and recycle used lithium-ion batteries from when the company launched the Ciaz equipped with lithium-ion batteries for its Mild Hybrid system in 2018.

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

For effective use of natural resources and reduction of customers' economic burden, Suzuki deals in rebuilt parts for automatic transmission (including CVT).

\*Rebuilt parts are the aftermarket parts that are removed and collected at the time of repair, reproduced with the damaged or worn portions replaced, and finally inspected.

**Motorcycles**

**Regarding voluntary recycling of motorcycles**

We have voluntarily operated the “Motorcycle Recycling System” together with four domestic motorcycle manufacturing companies and 12 import business operators since October 2004 in order to ensure proper disposition and recycling of discarded motorcycles. We started the free-of-charge service to taken back end-of-life motorcycles in October 2011.

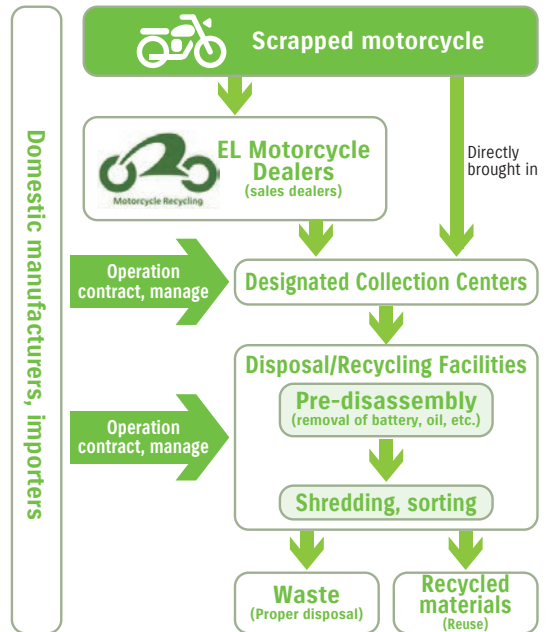
End-of-life motorcycles are taken back at “EL Motorcycle Dealers” and “Designated Collection Centers” throughout the nation for convenience of our customers. These discarded motorcycles are then collected at 14 “Scrapping/Recycling Facilities”, and disassembled, shredded, and sorted. Those that can be used as recycled materials are reused, while other waste materials are properly disposed of.

The recycling rate in FY2020 is 98.0% in weight basis, achieving the recycling rate target of 95%.

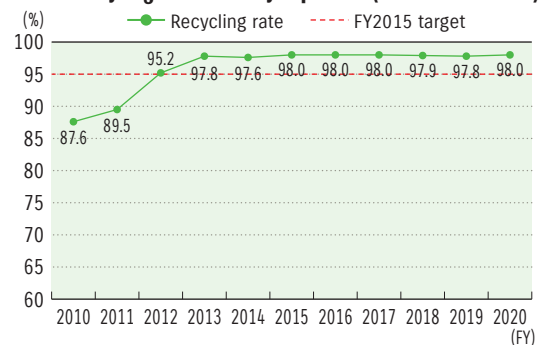
For more details, access the following websites.

For more details on Voluntary Motorcycle Recycling Efforts by Suzuki, access the following website. (In Japanese language only)  
<http://www1.suzuki.co.jp/motor/recycle/index.html>

For the details of Japan Automobile Recycling Promotion Center, access the following website. (For motorcycle recycling)  
<https://www.jarc.or.jp/en/motorcycle/>



**Trends in recycling rate of motorcycle products (from FY2010 to FY2020)**



**Outboard motors**

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

Suzuki aggressively participates in a program called the “FRP Boat Recycling System” voluntarily promoted by the Japan Marine Industry Association together with six other major manufacturing companies.

The “FRP Boat Recycling System” expanded nation wide in 2007 in order to prevent inappropriate scrapping of boats due to its product characteristics (such as high strength, long life, and used nation wide yet small in volume) and to facilitate such scrapping for users. In the “FRP Boat Recycling System”, scrapping FRP boats collected at the specified location are roughly disassembled. Then, FRP scraps are transported to an intermediate processing plant, further crushed, sorted, and finally baked to make cement (material thermal recycling).

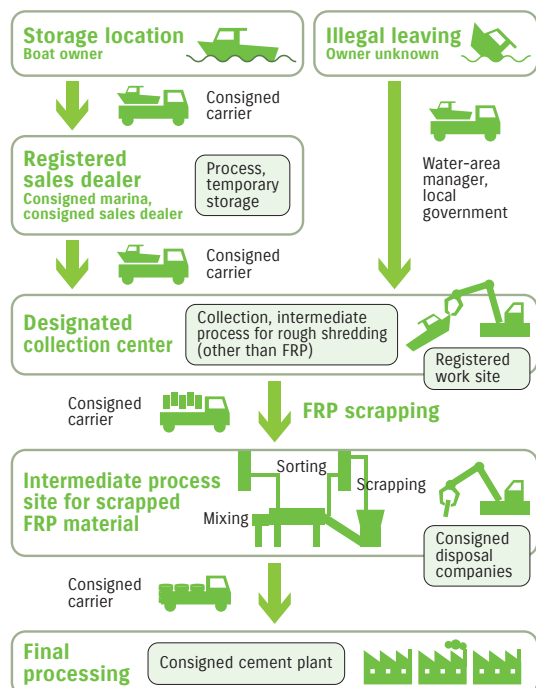
This system is certified by verification tests of the Ministry of Land, Infrastructure, Transport and Tourism, and realizes the recycling system at low cost by collecting, disassembling, and crushing FRP boats over a wide area.

\*FRP (fiber-reinforced plastic)

For more details, access the following websites.

(In Japanese language only)  
 Suzuki Voluntary Actions for FRP Boat Recycling System (Details)  
<http://www1.suzuki.co.jp/marine/marinelife/recycle/index.html>

Japan Marine Industry Association  
 (Guide for FRP Boat Recycling System)  
<https://www.marine-jbia.or.jp/recycle/index.html>



# Social

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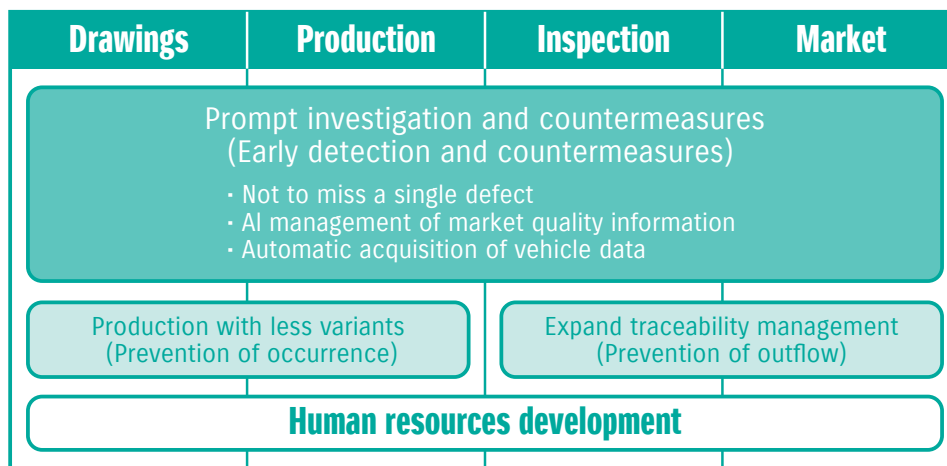


## Efforts for Product Quality

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

### Production of high quality

In its Mid-Term Management Plan (April 2021 to March 2026) "Sho-Sho-Kei-Tan-Bi," Suzuki has set "maintaining high quality" as one of three priority issues and has been taking measures accordingly. ("Sho-Sho-Kei-Tan-Bi" is an abbreviation of Japanese terms meaning "smaller," "fewer," "lighter," "shorter," and "neater.") We will work, focused on customer, to create products of high quality, value-packed products at affordable price. In addition, we will strive to prevent the occurrence, early detection, and outflow of quality problems by promptly investigating the causes and taking countermeasures, production with reduced variants, and expanded traceability management.



### Quality management system

Suzuki Group has adopted the international standard ISO9001 as its quality-management system. In addition to 5 plants in Japan, major overseas plants in India, Indonesia, Thailand, Hungary, etc., have also adopted the ISO9001. Suzuki Philippines Inc., which is a subsidiary for production of motorcycles, also acquired the certificate in FY2020.

As a result, the ratio of production at plants certified by ISO9001 against the entire global production of automobiles in the Suzuki Group in FY2020 (2,651,000 vehicles) reached approximately 99.3%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realize quality improvement.

#### Acquisition of ISO9001 Series Certification by Major Manufacturing Bases

	Country	Plant
1	Japan	Suzuki Motor Corporation: Kosai Plant
2		Osuka Plant
3		Sagara Plant
4		Iwata Plant
5		Hamamatsu Plant
6	India	Maruti Suzuki India Limited
7		Suzuki Motor Gujarat Private Limited
8		Suzuki Motorcycle India Private Limited
9	Pakistan	Pakistan Pak Suzuki Motor Co., Ltd.
10	Indonesia	PT. Suzuki Indomobil Motor

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



# With Our Customers

## Customer Relations Office

The Customer Relations Office, as a “window where Suzuki and customers can directly connect”, always keeps in mind to put ourselves in our customers’ place and to provide quick, correct, and generous actions for various customer inquiries, and constantly makes efforts to improve customer services that assure customer satisfaction.

### Improving correspondence quality

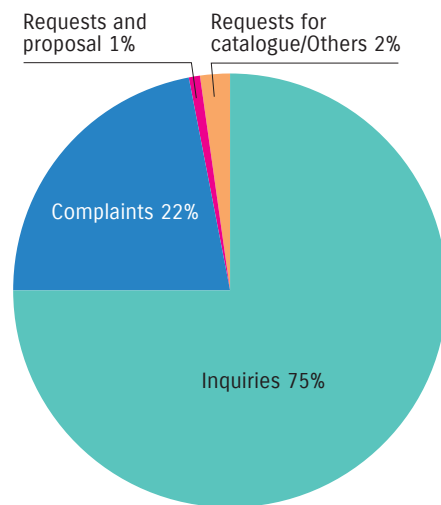
Automobile technologies are getting more and more complex, such as with advanced driver assistance systems that are rapidly becoming popular as well as hybrid system and on-board information device linked with network. At the Customer Relations Office, each member is educated as needed so that they can make appropriate explanations regarding these new technologies. In order to assure quick and appropriate actions for customers, tools such as the customer support system are maintained. In the case where on-the-spot customer services are required for purchase, maintenance, etc. of our products, we use the nationwide Suzuki Network to provide appropriate supports.

### Improving products and service quality

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

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

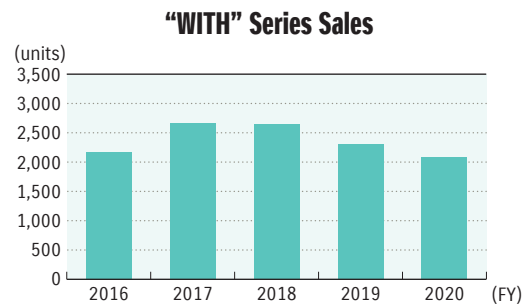
**Breakdown of consultations (FY2020)**



## 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, there are two types, “Courtesy Type” and “Lifting Seat Type”, and four models are available. We are working to develop a lineup of welfare vehicles so that customer can select a vehicle suitable for specific needs and situations.



### Wheelchair courtesy vehicle

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



Spacia wheelchair courtesy vehicle

### Lifting seat type vehicle

This type of vehicle enables the passenger seat for the person requiring nursing care to be moved up, rotated and moved down by remote control. Since the seat can be brought into a position that makes it easy for the person requiring nursing care to get in and out of, the stress on the assistant is reduced. The WagonR has a variant equipped with the lifting passenger seat.



WagonR lifting seat type vehicle

## Motorized wheelchairs and electro senior vehicles

Our line of motorized wheelchairs and electro senior vehicles are designed to meet the purpose and needs of seniors and the disabled.

\*Electro senior vehicles and motorized wheelchairs (Suzuki Senior Car and Motor Chair) are regarded as pedestrian traffic. A driver's license is not needed.

### Senior Car

The electric wheelchair equipped with a user-controlling steering wheel began to be sold in 1985. This electro senior vehicle is mainly designed to enable senior citizens to easily go out. It is capable of moving at adjustable speeds ranging from 1km/h to 6km/h.



ET4D



ET4E

**Town Cart**

The compact type of the senior car, "Town Cart", considers its use in city areas. It is capable of moving at adjustable speeds ranging from 1km/h to 6km/h. With the turning radius of 1.1 meters, it can provide small turns.



Town Cart

**Motor Chair**

This is a standard user-controlling type electric wheelchair, which began to be sold in 1974. Specially designed for the persons with impairment, this electric wheelchair is controlled by means of a joystick for direction and speed. It enables 360-degree turning without moving back and forth by directly propelling the two rear wheels with two separate motors. Since it can be used both indoors and outdoors, it expands the user's field of activities.



MC 3000S

**Safe Driving Training Program "For Preventing Accidents"**

In order for people to use our electric wheelchair in a safe manner, Suzuki is making efforts to promote better understanding of operation method by conducting face-to-face sales and showing how to operate an actual wheelchair. Furthermore, we conduct the "Suzuki Electric Wheelchair Safe Driving Program", which is a training session for the people who are currently using our electric wheelchair, working in conjunction with local police departments, traffic safety committee, etc. We try to improve the trainee's awareness of traffic safety and prevention of traffic accidents etc. through seminars and practical training.

Furthermore, to enhance safety driving of first-time users of electric wheelchairs, Suzuki is promoting awareness of safety driving by handing out brochure for the safe usage of those products.

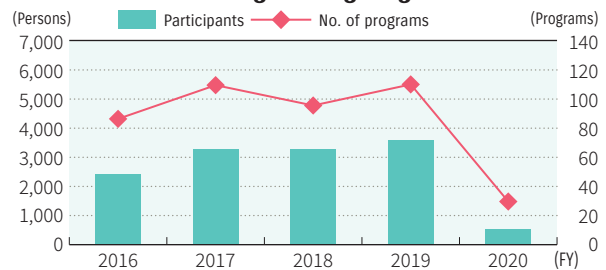


**Number of brochures handed out**

Brochures	FY2015	FY2016	FY2017	FY2018
	10,000	8,153	8,000	16,000
	FY2019	FY2020	6-year Total	
	12,100	12,000	66,253	

Detail of brochures can be seen at the homepage of Electric Wheelchair Safety Promotion Association (in Japanese language only). <https://www.den-ankyo.org/>

**Trends in Safe Driving Training Programs Conducted**



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

**Activities of Electric Wheelchair Safety Promotion Association**

The Electric Wheelchair Safety Promotion Association was established by manufacturers and dealers to promote safe and proper use of electric wheelchairs for users. It aims to contribute to safety of road traffic by promoting safe and healthy use of electric wheelchairs and their popularization. As a member of the association, Suzuki is promoting activities for using electric wheelchairs with ease.

**Electric Wheelchair Safety Instruction Commendation System**

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

**NPA Electric Wheelchair Safety Instruction Commendation Result**

FY2020	Excellent	Suzuki Motor Sales Hokuriku Inc.
	Excellent	Suzuki Motor Sales Hiroshima Inc.

## Efforts for safety

Suzuki reinforces “efforts for safety technologies” and actively improves the safety so that every single person including pedestrian and bicycle, motorcycle, and automobile can co-exist in a safe mobility society with each other.

### Suzuki Safety Support

Suzuki Safety Support was born from our wish to have everyone enjoy their cars safely.

In order to prevent accident and secure occupant’s safety in case of an accident, we will make our utmost effort to minimize even near-miss accidents through various driving-support technologies.



#### ● Products installed with Suzuki Safety Support

(As of September 2021)

Installed model	 WagonR Smile	 Spacia	 Hustler	 Swift	 Solio	 Escudo
Collision-mitigation braking	Dual Camera Brake Support	Dual Camera Brake Support	Dual Camera Brake Support	Dual Sensor Brake Support	Dual Camera Brake Support	Dual Sensor Brake Support
Back-up Brake Support	●	●	●	●	●	
Unintended Start Prevention Function	Front/ Rear	Front/ Rear	Front/ Rear	Front/ Rear	Front/ Rear	Front/ Rear
Lane Departure Prevention Function			●	●		●
Lane Departure Warning Function	●	●	●	●	●	●
Weaving Warning Function	●	●	●	●	●	●
Adaptive Cruise Control	● (Follows at safe distance between vehicles in all speed range)	● (Follows at safe distance between vehicles in all speed range)	●	● (Follows at safe distance between vehicles in all speed range)	● (Follows at safe distance between vehicles in all speed range)	● (Follows at safe distance between vehicles in all speed range)
Road Sign Recognition Function	●	●	●	●	●	●
Head-up Display	●	●			●	
High Beam Assist	●	●	●	●	●	●
Preceding car Departure Announce Function	●	●	●	●	●	●
Blind Spot Monitor				●		●
Rear Cross Traffic Alert				●		●
Camera for all-direction monitor	●	●	●	●	●	

\*Each system functions under certain condition. For detail, please check their instructions.

\*Systems vary depending on model, variant, and specification. For detail, please refer to each model’s catalogue.



## Efforts for motorcycles

### Activities on safety and crime-prevention in cooperation with motorcycle industry

As a member of Japan Motorcycle Promotion & Safety Association, Suzuki sends instructors to various motorcycle safe riding seminar and holds safe driving seminars such as “Good Rider Meeting”, in cooperation with Motorcycle Safe Riding Promotion Committee.

Also, we are promoting the “Good Rider Anti-Theft Registration” activity for registration of motorcycles to prevent theft.

We cooperate for training of trainers and promotion of “Motorcycle Safe Riding Special Trainer Training Session” and “Centralized Training Workshop for Special Trainers” organized by Japan Traffic Safety Association (JTSA) by sending instructors. In addition, we are also involved in the annual “National Motorcycle Safe Riding Competition” organized by Japan Motorcycle Promotion & Safety Association by sending judges and motorcycles for the competition in order to widely enlighten safety for motorcycles.

On August 19 determined as “the Day of Motorcycle” according to the way of reading “819 (bike)” in Japanese, we hold events for appealing enjoyment of riding motorcycles and traffic safety in cooperation with motorcycle industry such as Japan Automobile Manufacturers Association, Inc. (JAMA).



### In-house safe driving seminars

As a manufacturer and distributor of motorcycles, we regularly hold motorcycle driving safety seminars for our new employees, motorcycle commuters, related companies, employees of distributors, etc. We held this seminar in 2020 and 13 persons participated.

We will continue to conduct such seminars to train them to improve their safe riding awareness, basic motorcycle operation, and riding manner, as well as to follow the traffic rules, as employees working for motorcycle companies, who must be the role models for other riders.



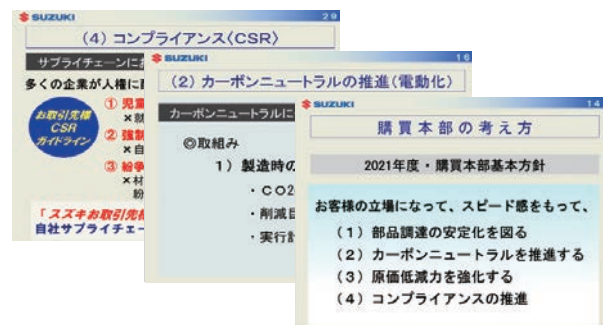
## With Our Business Partners

Suzuki intends to make a social contribution under the first paragraph of the mission statement: “Develop products of superior value by focusing on the customer”. In creating such valuable products, we believe that it is our role to work in mutual cooperation with our business partners so that both parties may prosper. Those business partners are selected through an impartial procedure based on quality, cost, delivery deadline, technical development capabilities, risk management, and past track record. We also have an open-door policy, which offers the chance of teaming up with Suzuki regardless of size, track record, or countries/regions.

### Sustainable relationships

In creating trusting relationships with our business partners, we aim to establish sustainable relationships. For that purpose, we regard the mutual communications as the most important factor, and are making efforts in mutual understanding by holding Procurement Policy Presentation once a year to our business partners to share Suzuki’s policy and product/production plans as well as to inform our procurement policy based on those plans.

Also, we are sharing ideas not only between the top and middle managements, but also between managements and individuals responsible for daily business operations.



\*In consideration of the COVID-19, Procurement Policy Presentation FY2020 was held in the form of web conference. (Photo: Presentation materials)

### Global procurement

We will accelerate global procurement activities by working with worldwide manufacturing bases. Previously, procurement activities were carried out mainly on individual local bases, but we have shifted to a more global-basis approach to obtain the most suitable parts at competitive prices. That benefits not only Suzuki, but also our business partners who can stably receive orders and accumulate various technologies. By sharing those merits, we can build 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 regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to local community, business partners, and customers. We recommend disaster measures such as quakeproofing to our partners located in areas that are likely to experience heavy damage. We are tackling such initiatives together with our business partners for their early recovery if they should fall victim to such disaster.

### Efforts for compliance with laws and regulations, respect for human rights and environmental conservation

Suzuki is complying with laws and regulations of each country and region (for example, compliance with “Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors” and business operations according to the five principles for procurement in “Automotive Industry Appropriate Transaction Guidelines” in Japan), respect for human rights and environmental conservation. Also, we establish Suzuki CSR Guidelines for Suppliers and request our business partners to practice efforts for compliance with laws and regulations, respect for human rights and environmental conservation.

#### ● Basic policy regarding human rights

As stated in the “Suzuki Group Code of Conduct”, thorough efforts are made by the Suzuki Group (Suzuki Motor Corporation and domestic/overseas Group companies) to respect human rights. The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights even in procurement activities. We will promote respect of human rights with our business partners.

- (Initiatives concerning human rights)
- Prohibiting all types of harassments
- Safe and healthy working environment, and good employee relations
- Eliminating discrimination in employment
- Prohibiting child labor and forced labor
- Not using conflict minerals causing human rights infringement

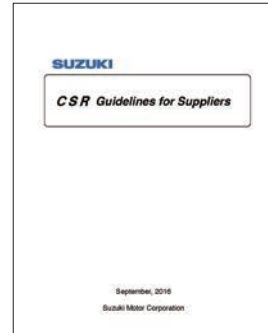
**Suzuki CSR guidelines for our business partners**

Stakeholders including business partners of Suzuki are getting multi-nationalized and diversified as our business activities are developed globally. Therefore, we are expected to fulfill social responsibilities with due considerations to other cultures and histories, in addition to follow legal and social norms of various countries.

Based on such social demand, we compiled basic concept and practices of social responsibilities that we should accomplish with our business partners as “Suzuki CSR Guidelines for Suppliers”. We are requesting our partners to comply with the guidelines upon making procurement throughout the Suzuki Group.

We kindly request our business partners to understand the purpose and cooperate with us to promote CSR activities together.

[https://www.globalsuzuki.com/corporate/environmental/green\\_policy/pdf/SUZUKICSRGuidelinesforSuppliers.pdf](https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/SUZUKICSRGuidelinesforSuppliers.pdf)



(Initiatives to maintain workable guideline)

- ① In the basic principles of the Basic Purchase Agreement that we conclude with our business partners, we state clearly that “both we and our business partners shall recognize our social responsibilities in civic society and comply with relevant laws and regulations, both in Japan and overseas,” and strive to conform to social norms.
- ② Efforts are made in understanding the environmental conservation initiatives of our business partners by conducting research on greenhouse gas emissions and water usage amount once a year.
- ③ Aimed to prevent one-sided cost reduction request and delay in payment to suppliers throughout the whole supply chain, we are holding case-by-case presentation to widely notify about proper trading.
- ④ In the case of any compliance issues or doubts regarding transactions with Group companies, we work to resolve them through the use of our whistleblowing hotlines (Suzuki Group Risk Management Hotline and those run by third-party organizations) for consultations.
- ⑤ Quality audit is held periodically (frequency based on rank in quality) under the Supplier Quality Assurance Manual that compiles Suzuki’s basic policy, activities, and requests for quality assurance.

**CSR Guidelines for Suppliers (excerpt)**

<p><b>1. Safety/Quality</b></p> <ul style="list-style-type: none"> <li>● Providing products and services that meet customers' needs</li> <li>● Sharing appropriate information about products and services</li> <li>● Ensuring safety of products and services</li> <li>● Ensuring quality of products and service</li> </ul>	<p><b>3. Environment</b></p> <ul style="list-style-type: none"> <li>● Implementing environmental management</li> <li>● Reducing greenhouse gas emissions</li> <li>● Preventing air, water, and soil pollution</li> <li>● Saving resources and reducing wastes</li> <li>● Managing chemical substances</li> </ul>
<p><b>2. Human Rights/Labor</b></p> <ul style="list-style-type: none"> <li>● Eliminating discrimination</li> <li>● Respecting human rights</li> <li>● Prohibiting child labor</li> <li>● Prohibiting forced labor</li> <li>● Not using conflict minerals causing human rights infringement</li> <li>● Wages</li> <li>● Working hours</li> <li>● Dialogue with employees</li> <li>● Safe and healthy working environment</li> </ul>	<p><b>4. Compliance</b></p> <ul style="list-style-type: none"> <li>● Compliance with laws</li> <li>● Compliance with competition laws</li> <li>● Preventing corruption</li> <li>● Refusing relations with antisocial forces</li> <li>● Managing and protecting confidential information</li> <li>● Managing export trading</li> <li>● Protecting intellectual property</li> </ul>
<p><b>5. Information Disclosure</b></p> <ul style="list-style-type: none"> <li>● Information disclosure to stakeholders</li> </ul>	

**Suzuki Green Procurement Guideline**

Please refer to p.53 for our initiatives for promotion of green procurement.

\*Green procurement guideline [https://www.globalsuzuki.com/corporate/environmental/green\\_policy/pdf/suzukiGreenGuideline.pdf](https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf)

### ● Declaration of Partnership Building

Suzuki has published the Declaration of Partnership Building on the Declaration of Partnership Building Portal Site to build new partnerships by complying with desirable transaction practices between ordering parties and subcontractors (“Promotion Standards” based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) and by promoting cooperation, coexistence, and co-prosperity with business partners (suppliers) in the supply chain and value creators.



Based on this Declaration of Partnership Building, Suzuki is:

- Strengthening cooperative relationships with our business partners, who are important partners, to create new value in diverse areas such as development, manufacturing, quality, and cost reduction.
- Working to improve our transaction practices in compliance with the Subcontract Act and the “Promotion Standards” of the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises.
- Working to increase opportunities for information exchange with our business partners to learn about product (and parts) delivery problems, financing concerns, and other issues, and take sincere measures to resolve them promptly.

#### Suzuki Motor Corporation Declaration of Partnership Building (excerpt)

##### 1. Coexistence and co-prosperity of the entire supply chain and new collaborations beyond scale and Group

##### 2. Adherence to “Promotion Standards”

- 1) Price determination methods
- 2) Cost burdens such as die management
- 3) Payment conditions
- 4) Intellectual properties and expertise
- 5) Strain associated with work style reforms, etc.

##### 3. Other

\*Suzuki Motor Corporation Declaration of Partnership Building <https://www.biz-partnership.jp/declaration/282-05-23-shizuoka.pdf>



# With Our Employees

Under the mission statement “Develop products of superior value by focusing on the customer”, Suzuki takes actions to accomplish the mission that our every single employee thinks and acts by themselves and provides customers with products that will enrich their life.

We give the first priority to assurance of stable employment. Also, we try to improve work conditions in order to build a healthy and better working environment. Employees mutually help each other and try to be a person who can contribute to the society with the spirit of “Team Suzuki”, and the management and employees band together and build a refreshing and innovative company.

In addition, we strive to create systems and environments, focusing on the following points, in order to cultivate the corporate climate that employees go for a big future with motivation and ambition.

Create a safe and healthy workplace for our employees

Create a system that fairly evaluates and supports human resources who challenge higher goal

Create good and stable relationship between employer and employees

## Efforts for safety, health and traffic safety

### Safety and health

Suzuki is promoting the safety and health management activities through our basic safety concept.

#### Basic Safety Concept

- **Make safety as first priority. (Safety First)**

The basis of corporate activities is “people”.  
The first priority must be always given to safety that protects “people”.

- **All accidents are preventable.**

Managers must lead the workplace, having the strong belief “all labor accidents can be prevented”.

- **Safety is everyone’s responsibility.**

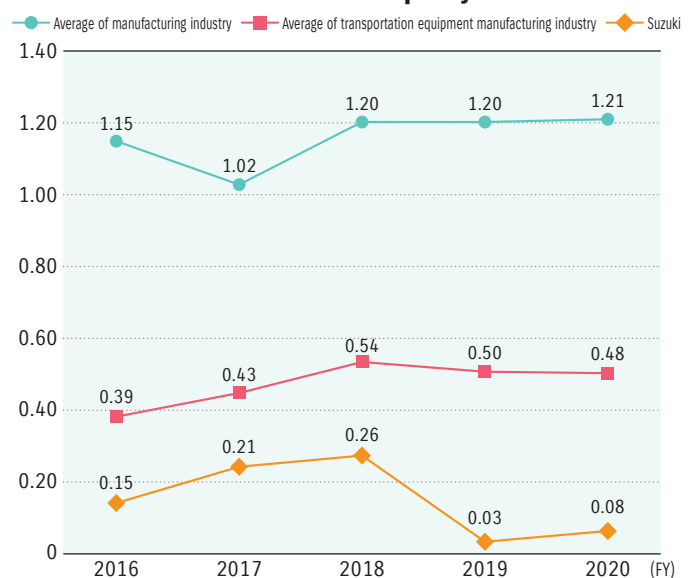
While the corporate conducts what they should do, every single person must take responsible actions to protect themselves.  
Let’s make the culture where everyone follows the rules and mutually warns each other in the workplace.

- **Safety and health control system**

The “Central Safety and Health Committee” to which representatives from offices and labor unions attend is held twice a year to determine basic polices related to corporate “work safety”, “labor health” and “traffic safety”.

In addition, the Central Safety and Health Committee conducts the central safety patrol once a year to raise safety awareness within the company through cross-functional safety activities by inter-department crosschecks. The Departmental offices and plants and Health Committee is established at each office and constantly conducts activities related to safety and health based on the policy of the Central Safety and Health Committee.

#### Trends in accident frequency rate





● Risk assessment activities

Suzuki implements “risk assessment” mainly for prevention of risks as safety prefect activities. Through these activities, we try to improve safety by identifying potential risks in operations and promoting countermeasures to prevent them. We have introduced risk assessment for the close call cases in 2001 and have been working on risk assessment in regular operations since 2013.

Health management

Health Declaration

The Suzuki Group will aim toward making an open working environment where all employees can work happily and with enthusiasm by helping each other. To promote the safety and health of all employees, who are tasked with daily corporate activities, the Company will take on health initiatives as “Team Suzuki”.



● Promotion structure

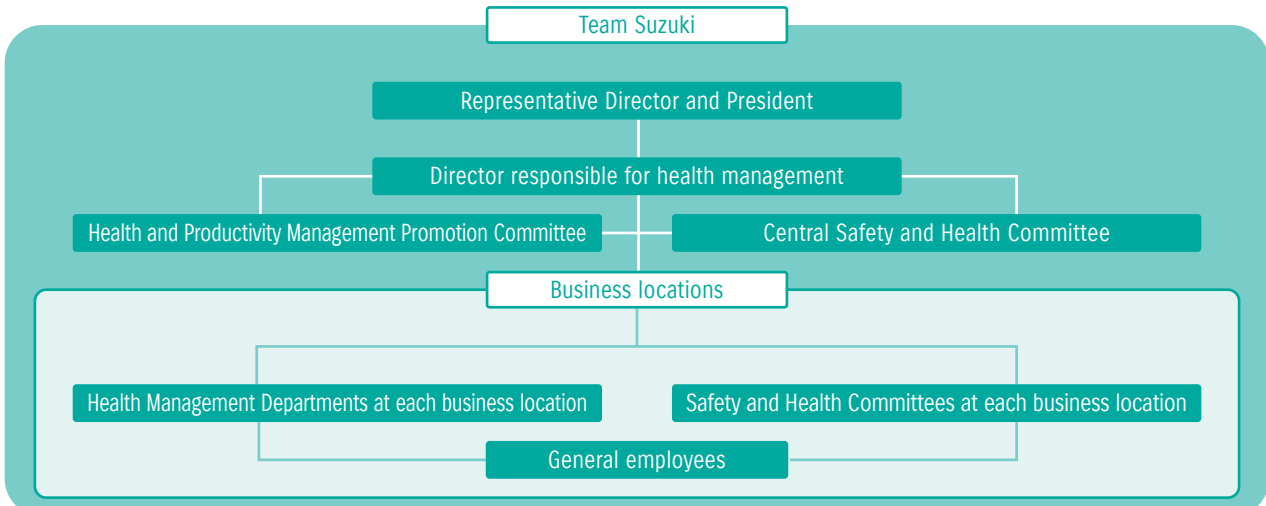
Headed by the Representative Director and President, the Human Resources Department take the lead in promoting employee health. Accordingly, the department will proactively take opinions from experts, including health-promoting industrial physicians, public health nurses, and nurses, and carry out activities through labor-management cooperation.

● Focused initiatives

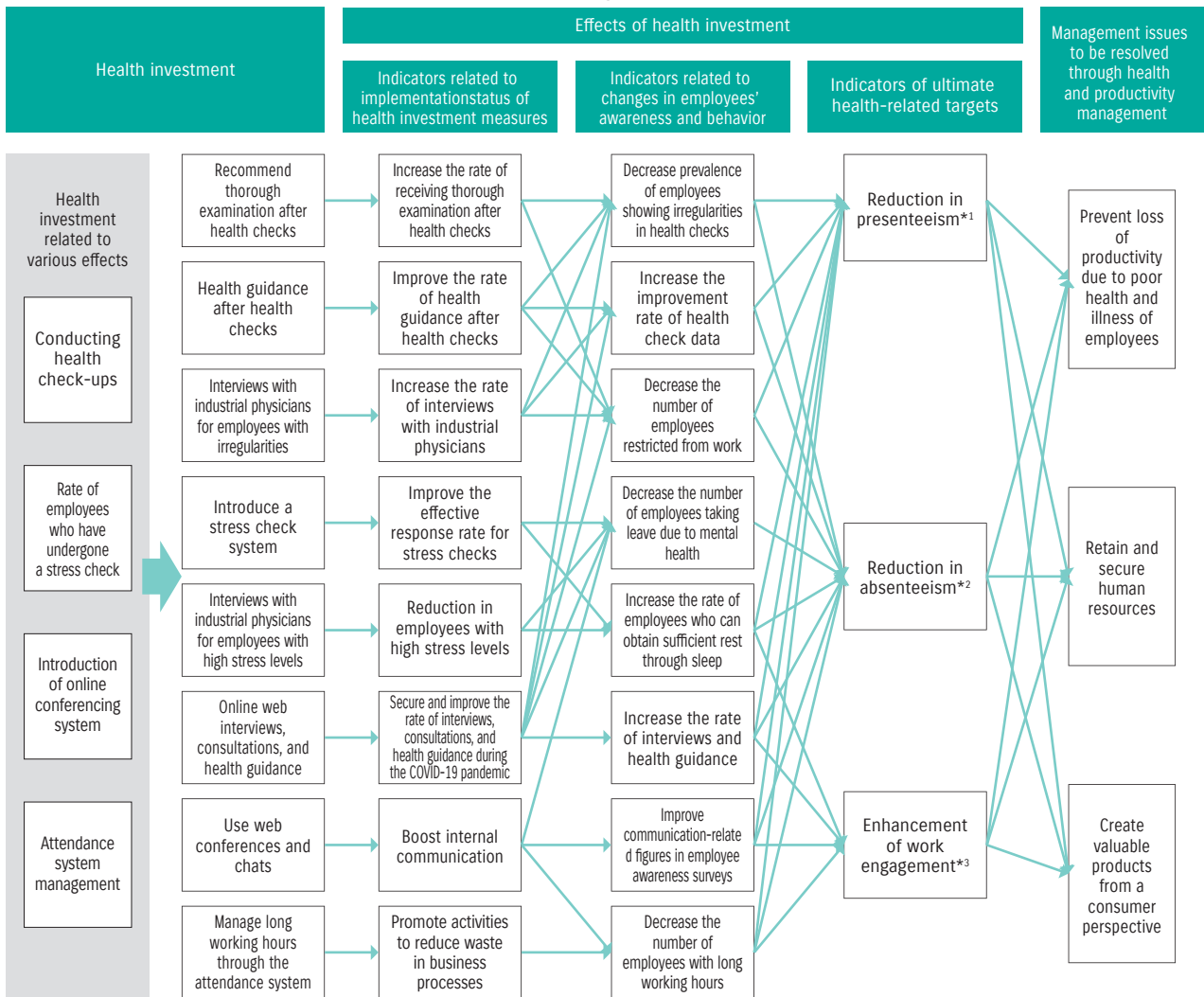
1. Creating a working environment where employees stay healthy at work: Early detection, early treatment  
The Company has been making efforts in early detection and early treatment by calling for periodical health checks and the 100% achievement of thorough examinations. The Company will work toward maintaining and enhancing the working environment by preventing lifestyle-related diseases while employees are still young.
2. Improving mental health  
In addition to conducting stress checks, the Company is proactively making efforts in treating employees' mental health after stress checks to realize a better working environment.
3. Undertaking efforts toward realizing a mentally and physically healthy body  
The Company will address health promotion issues so that employees can proactively do so by aiming to create opportunities for developing exercise habits for a healthy body.
4. Raising health literacy  
In order to encourage employees to maintain their health in their daily lives, the Company will make its utmost efforts to raise the health literacy of employees and their families.

Representative Director and President **Toshihiro Suzuki**

Organizational structure for promoting health and productivity management



Strategy map



\*1 A condition in which operational efficiency has been reduced due to some health problems

\*2 A condition in which business processes cannot be performed due to absence

\*3 A condition in which vitality (feelings of energization from work), enthusiasm (pride and work satisfaction), and immersion (enthusiasm about work) are fulfilled

Health Indicators

Category	FY2019	FY2020	Target
Percentage of employees who received regular health checks	100.0%	100.0%	100%
Percentage of employees who underwent a thorough examination after a regular health checkup	75.2%	74.2%	100%
Specific health guidance implementation rate	38.1%	47.1%	55%
Stress test response rate	95.5%	95.6%	100%
Smoking rate	27.9%	26.6%	22% or less by 2026

### Health and productivity management initiatives (examples)

#### ● Efforts to increase the rate of receiving thorough examinations after regular health checks

A thorough examination questionnaire is distributed to employees subject to re-examination after regular health checks. The results of the checks are confirmed and recommendations are made by the internal medical office.

For those found to be at high risk from lifestyle-related diseases, internal industrial physicians, public health nurses, and nurses provide personalized consultations and guidance for each employee.

#### ● Initiatives to increase the rate of specific health guidance\* given

We call on employees subject to specific health guidance to conduct preliminary interviews on the day of their specific health checks.

The health insurance association and the medical staff of each business office cooperate to grasp which employees are subject to specific health checks. For employees who could not receive guidance at the medical institution that conducted the health check, we have also created a system to enable them to receive specific health guidance at the internal medical office.

\*Based on the results of specific medical examinations, specialized staff (nurses, registered dietitians, etc.) provide support to employees who are at a high risk of developing lifestyle-related diseases and are expected to see preventive effects by improving their lifestyle habits.

#### ● Initiatives to reduce smoking rates

We are subsidizing half of outpatient fees up to 10,000 yen for employees who are taking up the challenge of quitting smoking through health insurance associations.

As an initiative to prevent secondhand smoking, we have prohibited all indoor smoking, set up smoking areas (outdoor), and prescribed smoking times.

#### ● Health management initiatives for employees assigned overseas

We conduct in-house health checks and vaccinations for employees who are assigned overseas, both before their departure and after their return.

We have also created a system that allows such employees to receive consultations and guidance from internal industrial physicians, public health nurses, and nurses via an online conferencing system while posted overseas.

### Initiatives to combat COVID-19 (examples)

- Established an in-house COVID-19 response headquarters
- Conducted workplace vaccinations for COVID-19
- Established a code of conduct to prevent and limit the spread of COVID-19 within the company
- Regularly educated employees about precautions in the workplace and in private to prevent infection
- Created and utilized an app that can record behavior history and physical condition management
- Conducted online interviews and health guidance
- Installed hand sanitizer for hand disinfection and alcohol for wiping surfaces at each workplace
- Conducted workplace patrols to measure CO2 concentration at each workplace and encouraged ventilation
- Made cloth masks and distributed them to employees



Workplace vaccination

### 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 not only on the job or during commuting, but also off the job.

- Creating commuting route accident maps
- Training of traffic carelessness and risk prediction by small groups
- Instruction on strict control of traffic rules not only on public roads, but also within the plant site
- Traffic safety education by the jurisdictional police stations
- Individual instruction with driving skill checks
- Alerting employees of traffic safety before long holidays
- Driving instruction by riding together or using driving recorders
- Safety driving lectures for new employees
- Safety riding seminar of motorcycles (p.78)



Safety driving lectures for new employees  
(in cooperation with Kakegawa Driving School)

## Efforts for career advancement

Suzuki believes that setting high goals is an excellent way to grow one's self and that such trial itself is the DNA of Suzuki. In order to cope with rapid changes in the market environment, every single employee must set higher goals and strive to acquire higher technical capabilities. Suzuki implements the rich human resource development program that supports such individual challenging spirit.

### Goal Challenge System

Suzuki believes that it is an excellent way to improve one's self by not simply waiting for instructions from the supervisor but voluntarily setting and striving for the goal in terms of accomplishment of the work. Our Goal Challenge System is introduced to allow employees to set and achieve higher goals. In this system, employees confer with their supervisors every half period and set specific goals to be achieved over the course of six months. Through this process, employees can clarify their own goals and improve motivation toward them. In addition, their supervisors can appropriately evaluate their goal attainment levels and recognize the training points required to further improve their capabilities.

Suzuki's personnel system places greater emphasis on occupational ability than seniority. Intended to develop professional human resources who will lead Suzuki's further growth, it is based on an objective and fair personnel evaluation system according to types of work, roles, responsibilities and results of individual employees. The performance-based personnel system and the Goal Challenge System motivate employees' intentions to step up each rung of the corporate ladder.

### Self-assessment system

This system is to grant employees with opportunities to review their work and capabilities once a year, reconfirm their own strength and weakness, and lead them to further improvement in capabilities. In addition, they can clarify jobs and departments that they want to try as the career plan, and submit it to their supervisors and the Human Resources Department. The submitted contents are effectively utilized as the basic data for development and optimal assignment of human resources.

### Rotation system

Suzuki implements systematic rotations of human resources by preparing the companywide personnel change plan in order to improve employees' knowledge and technical skills and activate our organizations. The goal we set in this system is to have all young employees of technical jobs, office jobs and sales jobs experience the transfer to different departments

### International training program

Since FY2015, we have been implementing "6-month overseas training expatriate" that sends young employees to overseas affiliates, aiming to develop global human resources.

(FY2015~2019 total 31 persons...FY2015-6 persons, FY2016-6 persons, FY2017-5 persons, FY2018-10 persons, FY2019-4 persons, FY2020-not implemented due to COVID-19.)



### Foreign language training program

In order to improve language skills of employees, we have introduced the system take a TOEIC test for free (examination fees are paid by the Company).

In addition, we support improvement of language skills by introducing online correspondence courses of English, Spanish, Chinese, Thai, Indonesian, etc. provided by external educational organizations. Suzuki provides employees who have completed such programs with a subsidy for a part of the expenses.

## Secure and comfortable working environment

We believe that it is necessary to pursue a working environment where employees who bear business activities can maximize their motivations and abilities in a mentally and physically fulfilling condition and work actively. Various assistant systems are employed to adapt to diversifying working environment. Also, a comfortable working environment will improve employee's motivation to increase productivity.

### Initiatives for shortening overtime working hours

Initiatives are made to shorten working hours by introducing various systems so not to have our employees to become ill due to long working hours.

- Strict management of overtime working hours based on total working hours
- Introduction of flexible time system that bans early and late working hours
- Introduction of interval system between working hours to secure continuous resting time
- Setting a day with no overtime work aimed for work and life balancing

### System for supporting work and family balancing

#### ● Short hours system (childcare and family-care shortening hours)

We have adopted a system to shorten daily working hours based on application by employees who need childcare for children in the third grade or younger, or family-care for nursing. In FY2020, 289 employees used this system. The employees applying for this system are exempt from overtime work in principle.

This system which enables employees to choose from various working styles, creates a working environment where employees with motivation and ability can keep working. We are enhancing awareness of work and family balancing in the entire workplace and promoting "employee-friendly working atmosphere" which can support those short-time workers.

#### ● Leave of absence system (childcare and family-care leave)

Variety of leave of absence programs are used by many employees who need to concentrate on childcare or nursing care, even though they have the will and ability to work. 148 employees used this system in FY2020.

The childcare leave available after the maternity leave till the day before the child becomes 1 year old (the first birthday) can be extended for up to 12 months if there is an unavoidable reason such as the child cannot enter any nursery schools. Employees are allowed to take family care leave for up to 365 days in total per subject family member. Besides paid vacations, we have introduced the nursing and medical leave system applicable when caring for parents and children since April 2015.

#### ● Seminar for supporting reinstatement of employees taking childcare leave

The Company is periodically holding a seminar called "Exchange of Information with Parents toward Reinstatement" for employees taking childcare leave and their spouses. At the seminar, the Company provides information including childcare, procedures toward reinstatement and lecture from obstetrician-gynecologist. In addition, there is an opportunity to exchange information with employees who have experienced or are experiencing childcare to take away the anxiety toward balancing work and family after reinstatement. The seminar is currently not being held due to COVID-19. Instead, a booklet provided with experiences of employees who have assumed childcare is distributed to employees taking childcare leave so that they can learn about reinstatement and subsequent life balance after returning to work.

			FY2016	FY2017	FY2018	FY2019	FY2020
Childcare	Number of employees using childcare short hours system	Male	3	3	3	5	7
		Female	176	201	229	251	278
		Total	179	204	232	256	285
	Number of employees using childcare leave system	Male	8	7	13	23	63
		Female	60	84	91	94	80
		Total	68	91	104	117	143
	Reinstatement rate of employees using childcare leave system	Male	100.0%	100.0%	100.0%	100.0%	100.0%
		Female	90.0%	97.1%	95.9%	97.8%	96.6%
		Total	91.2%	97.3%	96.3%	98.1%	97.4%
Family-care	Number of employees using family-care short hours system	Male	1	1	1	1	0
		Female	1	3	4	4	4
		Total	2	4	5	5	4
	Number of employees using family-care leave system	Male	4	1	4	0	3
		Female	2	1	2	1	2
		Total	6	2	6	1	5
	Reinstatement rate of employees using family-care leave system	Male	25.0%	100.0%	25.0%	-	66.67%
		Female	100.0%	100.0%	100.0%	100.0%	50.0%
		Total	50.0%	100.0%	50.0%	100.0%	60.0%



### ● Other system for supporting work and family balancing

The Child Support Allowance, which started from April 2015 for employees having children aged up to 6 years old, was expanded to up to 15 years old in April 2018. In addition, because sudden actions may be needed during daily childcare, Suzuki allows employees to take paid half-day off up to 40 times per year.

Recently, the Company has contracted with industry-sponsored nursery located around its offices for shared use of the nursery, and is promoting work and childcare balancing of employees.

### ● Work and Family Balancing Support Handbook

Efforts are made to notify and promote the use of systems by making a handbook that comprehensively introduces various systems to balance work and family, including the above childcare shortening hours system and childcare and family-care leave system.



### Consultation service, etc.

As a consultation service that specializes in human resources matters including harassment in the workplace, and consultations relating to safety, health, and mental health, the “Human Resources and Administration Consultation Service” is open. In addition to the consultation service, an “Improvement Proposal Box” is located at cafeterias and offices, allowing every employee to easily make a proposal on work improvement or request for consultation.

We also have “Mental Consultation Room” with psychiatrist and psychotherapist.

## Diversity (varieties of human resources)

The Suzuki Group Code of Conduct, which applies to all those working in the Suzuki Group, addresses to make a workplace that does not have any discrimination or harassment due to gender, age, nationality, race, religion, belief, etc. Variety of human resources regardless of gender, age and nationality are active in various departments.

We will maintain and improve our working environment so that a wide variety of human resources can work actively.

		FY2016	FY2017	FY2018	FY2019	FY2020
Employees	Male	13,603	13,711	13,808	13,932	14,220
	Female	1,535	1,558	1,623	1,714	1,853
	Total	15,138	15,269	15,431	15,646	16,073
Of which with job titles	Male	4,162	4,243	4,339	4,403	4,577
	Female	70	90	98	115	133
	Total	4,232	4,333	4,437	4,518	4,710
Of which managers	Male	1,004	1,037	1,066	1,121	1,185
	Female	10	12	14	19	19
	Total	1,014	1,049	1,080	1,140	1,204
Employees rate of people with disabilities		2.04%	2.02%	2.14%	2.20%	2.23%
New employment	Male	674	541	445	569	651
	Female	120	101	118	139	168
	Total	794	642	563	708	819
Of which college graduates	Male	523	396	396	413	474
	Female	62	60	79	81	103
	Total	585	456	475	494	577
Turnover rate		3.80%	4.20%	3.90%	3.10%	2.21%
Utilization rate of paid holiday		70.2%	75.7%	76.7%	84.8%	77.2%

## Actions to promote participation by women

In order to further realize workplace where women can demonstrate their abilities and work successfully from FY2020, the Company will raise “increase in number of female employees with job titles” and “promotion to take paid holiday” for building better working environment as our issues. Based on these issues, the Company will target to “triple the number of female employees with job titles in 2025 compared to FY2015, before the Act on the Promotion of Female Participation and Career Advancement in the Workplace was enforced”, as well as to “improve rate of paid holiday taken by all employees including managers by 10% compared to FY2018 in 2025”.

### Action Plan based on the Act on Promotion of Women’s Participation and career Advancement in the Workplace

#### 1. Term of plan

From 1 April 2020 to 31 March 2025 (5 years)

#### 2. Issues

- Low ratio of female managers
- Low rate of paid holiday taken by all employees including managers

#### 3. Target

- Triple the number of female employees with job titles in 2025 compared to FY2015, before the Act on the Promotion of Female Participation and Career Advancement in the Workplace was enforced
- Improve rate of paid holiday taken by all employees including managers by 10% compared to FY2018 in 2025

#### 4. Actions to take

Action 1: Promote to utilize the current systems for promoting flexible working style

- ◆ Education regarding work and family balancing (conducted at trainings according to employment year/ managerial hierarchy)

From the first half of FY2020: Conduct education to promote understanding among employees with job titles  
Conduct introduction and promotion to use work and family balancing system to young employees

From the first half of FY2021: Conduct introduction and promotion to use work and family balancing system to new employees

- ◆ Sending out information regarding work and family balancing

From the first half of FY2020: Hold gathering of employees taking childcare leave toward their reinstatement (twice a year)

Introduction of work and family balancing system, exchange of opinion with employees who took childcare leave, and exchange of information among employees taking childcare leave

Providing information regarding postpartum care from industrial doctor, and having individual meeting

From the first half of FY2021: Opening internal webpage regarding information on work and family balancing

Action 2: Enhance awareness of promotion to take paid holidays, and consider measures for its promotion

- ◆ Informing the situation of paid holidays taken, and promoting to take paid holiday

From the second half of FY2020: Disclose situation of paid holidays taken by each department on the internal website for its promotion

From the first half of FY2021: Renew the attendance recording system so that employees themselves can easily grasp their situation of paid holidays taken

Other initiatives beside the above include:

- Reinforcing of nurturing of human resources to backup participation of female employees
- Expanding system for further participation of female employees

Going forward, the Company will make various initiatives to become a company where female employees can participate by bringing out their abilities

## Re-employment system

Since July 1991, far earlier than the revision of the Act on Stabilization of Employment of Elderly Persons in April 2006, we have adopted a re-employment system for hiring people after the retirement age of 60 years old. This system offers employment to the people who are willing and able to work after retirement age of 60 years old. Now, they are using their abundant experience and acquired skills in each working place.

## Employment of people with disabilities

Suzuki strives to create a working environment where people with disabilities can work for long time at ease. We allocate the dedicated person in charge of employing people with disabilities, as well as psychiatric social worker in the Human Resources Department to provide individual consultations periodically and assign a vocational life consultant for persons with disabilities also to each workplace for caring for their problems.

### ● Deployment of a special subsidiary “Suzuki Support”

Suzuki Support Co., Ltd., a special subsidiary company established in February 2005, has been conducting business activities for 16 years. As of the end of May 2020, 60 disabled employees including those having severe intellectual disabilities are performing janitorial service and stationery management service at Suzuki’s main office, employee dormitories and related facilities, as well as farm work at Suzuki’s farm together with supervisors.

Their sincere and cheerful attitude toward work greatly encourages all the people in Suzuki.

In line with the corporate philosophy, which is intended to make a contribution to society, Suzuki Support will further provide job assistance for people with disabilities in order for them to feel happiness through working and to build their experience through social participation.

### [Summary of Suzuki Support]

1. Company Name  
Suzuki Support Co., Ltd.
2. Capital  
10 million yen
3. Capital Investor  
Suzuki Motor Corporation
4. Location  
300 Takatsuka-cho, Minami-ku,  
Hamamatsu, Shizuoka
5. Establishment  
February 2005
6. Business category  
Office cleaning, farming
7. Representative  
Takatoshi Okabe, Representative Director
8. Number of employees  
104 (60 employees with disabilities)



## In-house education system

Suzuki’s education system is comprised of three pillars, which are group training, in-house training, and voluntary skill development. At the Training Center (Suzuki Juku), a group in charge of education, enterprise education including seminars according to managerial hierarchy are conducted based on the policy of our mission statement. Training Center also cooperates with engineering and manufacturing departments to conduct individual occupational (specialized) training of fundamental knowledge and abilities needed for execution of operation.

Also, active efforts are made to enhance employee performances by educating specific knowledge and skills in each department to nurture human resources, as well as through e-learning, correspondence course, and language seminars.

In seminars according to managerial hierarchy, main focus is emphasizing education for “enhancing abilities of young employees”, “developing leaders in each managerial hierarchy”, and “systematically developing management class”.

Number of training participants (Suzuki Group)

2018	76,100
2019	88,800
2020	55,700

**① Training for enhancing abilities of young employees**

- Trainings according to the year of joining the company are conducted every year for young employees from 2nd to 7th year employees.

**② Selected trainings for systematically developing management class**

- Trainings for new employees with job titles and their follow-up



Position	Group Training (Off-JT)		In-House Training (OJT)	Voluntary Skill Development			
	Managerial Hierarchy Training	Training for Individual Occupational Abilities		Voluntary Self-Development	Small Group Activities		
Management Position (General Manager/Manager)	New General Manager Seminar	Outside Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities
	Manager Follow-Up Seminar						
	New Manager Seminar						
Supervisor Assistant Manager	Assistant Manager Follow-Up Seminar						
	New Assistant Manager Seminar						
	New Supervisor Seminar						
Foremen	Foremen Follow-Up Seminar						
	New Team Leader Seminar						
	New Foremen Seminar						
Employee	Seventh-Year Employee Seminar						
	Sixth-Year Employee Seminar						
	Fifth-Year Employee Seminar						
	Fourth-Year Employee Seminar						
	Third-Year Employee Seminar						
	Second-Year Employee Seminar						
New Employee	Practical Training (manufacturing/products)						
	Basic Orientation for New Employee						

## Employee relations

Through mutual trust, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to meet these conditions, stable development of the company is required. When negotiating salaries, bonuses, labor hours, etc. as distributions of the results of corporate activities, we do share the same basic vector, which aims for stable development of the company while having discussions from different standpoints: the company and labor union.

The number of the labor union members is 16,927 as of the end of FY2020, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

### 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 management policies, production planning, working hours, welfare, safety and health, etc., and earnestly exchange ideas on what Suzuki and the labor union can do to deliver quality products to the customer.

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

### Building a stable relationship with the labor union in the Suzuki Group

The Suzuki Group has 126 member companies (manufacturers, non-manufacturers, sales companies) at home and abroad. It is our hope that those 126 member companies are individually trusted by the local residents, society, and customers.

At Suzuki, seminars are given to union officials and human resource management personnel of overseas companies to make them understand the importance of cooperative relationship and smooth communication between labor and management, as well as the need for a fair and equal personnel management system, etc. We also work with the labor union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work climate which allows our 68,000 employees in 126 companies to enjoy working with a highly creative and stable labor-management relationship.



● **Initiatives by Maruti Suzuki India Limited**

At Maruti Suzuki India Limited, maintaining harmonious industrial relations to facilitate smooth plant operations and achieve competitive business goals, is the pivotal aspect of human resources business strategy of the plant.

By recognizing the above, establishing good relations with unions across all three plants (Gurgaon, Manesar, and Manesar Powertrain) and making unions aware of business challenges and accordingly taking them together onboard in decisions pertaining to employee welfare policies, has also been an essential aspect of industrial relations at the company. Based on the integral philosophy of connection between people, the company has designed its employee engagement framework wherein proactive communication with all stakeholders and making them more skillful in their work has been the core focus area.

The company is making efforts in continuously strengthening mutual labor-management communication by holding periodical meetings between union, Managing Director, plant managers, human resources managers and other shop floor employees.

Meeting	Frequency
Managing Director meeting with managers & above	Quarterly
Managing Director meeting with unions	Monthly
Top management (executive officers, plant managers, human resources managers) meeting with unions	Monthly
Top management (production and human resources) meeting with associates and supervisors	Monthly
Plant human resource managers & plant managers with union	Monthly



Periodical meeting (online)

Consolidating its strong connection between people and employee engagement ambit, the company organized various welfare and employee engagement activities jointly with unions on cultural, academic and sports front so as to get connected with employees and their families resulting in enhanced motivation and commitment of employees. Accordingly, company organizes plant tour for the employee's families, sports tournaments, family day, upgrading the existing skills of associates (Higher Education Scheme), career counseling for the children of employees and various other initiatives where all employees participate. (In FY2020, we refrained from holding these activities due to the COVID-19.)



Plant tour for family members (FY2019)

The company respects the right of employees to form and join a union. Its management officially recognizes three employee unions, one each at its three plants. These are internal and independent labor unions and their elections are held as per union by-laws. A minimum notice period of 21 days, as per regulatory requirements, is typically given to employees prior to implementation of any significant change in the conditions of service, that could affect them substantially. All major policy changes affecting employees are discussed with union representatives and the same are communicated to employees directly and through union representatives.

## With Our Shareholders and Investors

Suzuki has established IR departments at its head office and Tokyo Branch to disclose business, financial status, and results to shareholders and investors in a timely and appropriate manner. In addition, we work to maximize our corporate value by enhancing opportunities for dialogue and content disclosure, reflecting insights obtained through dialogues in our corporate activities, and improving the quality of management.

Although in FY2020 it became difficult to hold briefings and interviews in the conventional in-person format due to the spread of COVID-19, we worked to secure opportunities for dialogue with shareholders and investors by utilizing tools such as teleconference calls and web meeting.

We also held dialogues with many institutional investors and analysts regarding ESG and SDGs, which have been the subject of growing interest in recent years.

The main opportunities for dialogue and information disclosure conducted in FY2020 are listed below.

Going forward, we will continue to disclose information and engage in constructive dialogue.

Engagement and Disclosure	Frequency
Company website	Regularly updated
Integrated Report	Annually
Financial Summary	Quarterly
Financial Presentation	Quarterly
Ordinary General Meeting of Shareholders	Annually
Suzuki Mid-term Management Plan	Press Conference (24 Feb, 2021)
Interviews with Institutional Investors and securities analysts	More than 300 per year



## With Local Communities

### Cleanup activities

#### Participation in and cooperation with the Lake Hamana Environmental Network

As part of environment education for employees and their family, since establishing the Lake Hamana Environmental Network in 2005, Suzuki is actively participating in and cooperating with the network.

The Lake Hamana Environmental Network receives entrustment from the Environmental Protection Bureau of Shizuoka Prefecture, and conducts activities including an education program in relation to environmental conservation of Lake Hamana, reuse project of eelgrass and sea lettuce, and transmission of local environment information. As of April 2018, 72 groups and bodies such as local civic groups, schools, NPO corporations, and various trade associations and companies are registered in this Network, which is the “place for gathering” for environmental conservation of Lake Hamana.

The Lake Hamana Environmental Network holds environmental events every year, which are open to participation by the general public. In FY2020, with COVID-19 protocols in place, Suzuki employees and their families (primarily those with children) participated in the Lake Hamana Plastic Waste Issues Study Session, an experience-based event that conducted surveys on the shore of Lake Hamana to learn about the problem of plastic waste. Going forward, Suzuki will continue to participate in environmental education and conservation activities so that as many people as possible can appreciate the rich natural environment of Lake Hamana, which is a brackish water lake and a precious asset for the local area, through classroom lectures and hands-on experiences such as observation, cleanup activities, and farm work.

#### ● Lake Hamana Plastic Wastes Issues Education (October 31, 2020)



On-site waste surveys



Sorting collected waste



Presentation of survey results

## Supporting activities for the local society

The Suzuki Group made the following supports to the local society in FY2020.

Japan	Suzuki Motor Corporation	Support for the July 2020 Kyushu Floods	Donated 3 million yen through the Japanese Red Cross Society and loaned five vehicles to affected areas in Kumamoto Prefecture
		Development of Iwata City seawall	Donated 2.8 billion yen for the construction of a seawall by the city of Iwata in Shizuoka Prefecture
India	Maruti Suzuki India	Construction of a general hospital	A 100-bed hospital was constructed in Sitapur, Gujarat. The facility covers an area of 30,000 m <sup>2</sup> . (The hospital opened in April 2021.)
		Establishment of a school	A school was constructed in Sitapur, Gujarat, which is equipped with modern classrooms, laboratories, libraries, and other facilities. (The school opened in April 2021.)
		Measures against COVID-19	<ul style="list-style-type: none"> <li>· Production support offered to ventilator manufacturers along with production and donation of face masks and medical protective clothing in cooperation with suppliers</li> <li>· 280 ventilators, 2 million face masks, 10,000 sets of medical protective clothing, 1,000 virus testing kits, and various medical supplies donated to the states of Haryana and Gujarat</li> <li>· 12,000 bags of grain and 120,000 meals provided to surrounding areas</li> </ul>
Pakistan	Pak Suzuki Motor	Medical support	<ul style="list-style-type: none"> <li>· Donated medical equipment and fixture for a new ward at a municipal hospital burn center.</li> <li>· Supported measures against COVID-19 at a women's hospital</li> <li>· Ambulance donated to an NGO providing free emergency transport services</li> </ul>



Construction of a general hospital in Gujarat, India



## Educational supports

### Introduction of Suzuki's Monozukuri (manufacturing) to local students

For the purposes of cultivation of human resources and activation of researches, we give "Suzuki Endowment Lectures" at a local university by sending lecturers from Suzuki. Also, we hold "Suzuki Lectures" to inform students on what are happening in the industrial world.

#### ● Suzuki Endowment Lectures

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

Under the lecture titled "Next-generation mobility engineering", the Company is making efforts in research aimed to realize advanced vehicle.

The study is conducted by integrating production, experiment, and analysis.

Through lecture and experiment of Automotive Engineering and Energy/Electronics Control Experiment for students, the Company is promoting education so that engineers can earn knowledge necessary for manufacturing.

- Lecture course : "Next-generation mobility engineering" presented by Suzuki
- Study theme : ① Study on electrical and magnetic specification of motor core  
② Study on temperature estimation of magnet for motor
- Lecturer : Two employees are sent from Suzuki as a Special Appointed Associate Professor and a Special Appointed Assistant Professor
- Term : 19 years from April 2003 to end of March 2022



\*In FY2021, on-demand class were hold due to the COVID-19

#### ● Suzuki Lectures

We hold lectures at two universities, Shizuoka Sangyo University (Iwata Campus) and Tokoha University (Hamamatsu campus), that introduce current industrial status and activities against problems, aiming to contribute to nurturing human resources in the local society.

- FY2020 lecture : Introduction of case examples of themes including "Suzuki's history and the current situation", "Manufacturing philosophy", "Initiatives for new technologies", and "Expanding into the overseas market", in the automobile industry facing once in a hundred years of great transformation

### Student Formula Japan

Suzuki actively cooperates in the operation of the Formula SAE Japan competition hosted by the Society of Automotive Engineers of Japan (JSAE) and support for participating schools. Through industry-government-academia collaboration, we also contribute to the development of human resources conducive to the promotion of automotive technologies and industry.

Although the 2020 Formula SAE Japan competition was canceled, an online joint report meeting for schools supported by Suzuki was held on December 19, 2020 to support the ongoing dreams of students.

At the meeting, Suzuki employees with a history of participating in the competition talked about their experiences and held theme-specific discussions with students, sharing problems and concerns about team management and vehicle creation and giving advice and guidance.



Theme-specific discussion at the joint report meeting



## “Monozukuri” Workshop

Suzuki provides Monozukuri Workshops on Transportation Devices for universities and local companies in Japan and other countries. In FY2020, workshops were conducted mainly online, as listed on the right.



October 2: Shizuoka Institute of Science and Technology  
Automobile Engineering “Body Structure”



November 20: Shizuoka Institute of Science and Technology  
Automobile Engineering “Automobile Kinematics”

Date	University/workshop name	No. of participants
May. 28–29	Kanazawa College of Art, Department of Design “CMF design workshop”	20
Jun. 4–5	Kanazawa College of Art, Department of Design “Sketch demonstration”	20
Jul. 7	Shizuoka Institute of Science and Technology, Department of Mechanical Engineering “Lecture for practical engineers”	170
Jul. 10	Shizuoka University, Faculty of Engineering, Machine Material I	61
Jul. 17	Shizuoka University, Faculty of Engineering, Automobile Engineering	150
Aug. 5	Kyushu University, School of Design “Automotive design”	20
2020		
Oct. 2	Shizuoka Institute of Science and Technology “Automobile Engineering ‘Body Structure’”	34
Oct. 8	Shizuoka University Industry Innovation Special Lecture “Workshop on Suzuki’s manufacturing”	16
Oct. 15	Shizuoka University Industry Innovation Special Lecture “Suzuki’s global development”	16
Nov. 18	Next Generation Automobile Center Hamamatsu “Workshop on Suzuki’s manufacturing ‘Fundamentals of Suspension’”	100
Nov. 20	Shizuoka Institute of Science and Technology “Automobile Engineering ‘Automobile Kinematics’”	34
Dec. 19	Shizuoka University, Department of Electrical and Electronic Engineering “Lecture on career designing”	40
2021		
Jan. 27	Hamamatsu Agency for Innovation Keynote speech “Suzuki’s intellectual property developed through 100 years of history”	50
Feb. 17	The University of Tokyo “Workshop on Suzuki’s manufacturing ‘Production’”	400
Feb. 24	Lecture of Fundamental Motorcycle Engineering “Power transmission”	396
	Total	1527

## Track and field training program

Aiming to train athletes who can compete in international competitions such as the Olympics and the world championships, the Suzuki Hamamatsu Athlete Club has been producing Japanese national athletes for the past four consecutive Olympics from 2004 (Athens) to 2016 (Rio de Janeiro).

The top-level athletes including the Olympians such as Akihiko Nakamura (for Decathlon in Rio de Janeiro) and Ryohei Arai (for Javelin Throw in Rio de Janeiro) who are active inside and outside of Japan cooperate in track and field training program and lectures held in various regions. Based on their own experience, they contribute to the popularization and development of the track and field in Japan, as well as enhancement of children's physical strength.

The Suzuki Hamamatsu Athlete Club will continue the activities to awaken children's interests in track and field, as well as emotions and dreams gained through sports.



**Suzuki Plaza** (<https://www.suzuki-rekishikan.jp/english>)

Since Suzuki started its business in 1909 and was organized as a corporate in 1920 as a loom manufacturer, we have devoted ourselves to customer-oriented “Monozukuri” based on the word “valuable products for customers”. Our enthusiasm for “Monozukuri” does not change even today that we manufacture and sell products all over the world.

The Suzuki Plaza is an exhibition facility opened in April 2009 to introduce Suzuki’s history and manufacturing spirit to the public. Visitors can see a lot of our products since our foundation including looms, motorcycles, and automobiles that had been developed with the times, and the current automobile manufacturing process from development to production.

Approximately 750,000 persons have visited since it opened in 2009.

In FY2020, we welcomed guests after implementing infection control measures to prevent spread of COVID-19, such as limiting the number of visitors and making advance reservations.



Suzuki Plaza

**Introduction to Suzuki Plaza**

**Suzuki’s history floor**

You can see Suzuki’s history which started with looms in 1909 and vehicles in old times such as the motorized bicycle engine launched in 1952 “Power Free”, the first mass-production minicar in Japan launched in 1955 “Suzulight”, the first Jimny (LJ10) launched in 1970, and the first Alto launched with the price of 470,000 yen in 1979, by elaborate presentation.



Loom from the time of foundation



Power Free



Power Free

**Suzuki’s Monozukuri floor**

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

You can see how Suzuki’s automobiles are manufactured at the plant in the powerful 3D theater “Factory Adventure”. In addition, there is a full-size assembly line and you can experience the simulated manufacturing site of automobiles.

There are various mechanisms including robots utilized at the plant, movie “World Adventure” that introduces manufacturing by Suzuki in foreign countries, sections that introduce the local Enshu area, etc., and not only car lovers but children who just started to get interested in automobiles can also enjoy this facility.



Design room



Assembly line



Assembly line



## Field trips

The Suzuki Plaza is utilized by a number of local elementary schools as a good place for field trips. Students can learn the manufacturing process of automobiles in detail.

In FY2020, Suzuki Plaza was visited by 8,350 students from 108 schools in Hamamatsu City as well as from central and eastern Shizuoka Prefecture.

By accepting field trips from many elementary schools, we hope for children to deepen their knowledge of the automotive industry.



Field trip

## Monozukuri event

We have been holding events for children as an opportunity to enhance our relationship with the local community and to have them interested in "Monozukuri". Those events are related to the history and manufacturing spirit of Suzuki, allowing children to enjoy learning through experiencing in a different way from textbook-oriented study.



Monozukuri event

In FY2020, with COVID-19 protocols in place Suzuki Plaza held small-scale events to foster interest in manufacturing among the next generation of children, who will play active roles in the future. By continuing to hold such events, Suzuki Plaza will keep making efforts to become a facility appreciated by the local community.



## Efforts by Domestic Plants and Technical Centers

### Efforts by Kosai Plant

#### ● Cleanup activities on roads around the Kosai Plant

As part of environmental conservation, we are performing cleanup activities on roads around the plant twice a year together with supplier companies located in the plant site (total of 100 persons). Also, employees and suppliers are strictly prohibited from littering and encouraged to raise environmental awareness.



#### ● Traffic safety guidance around the Kosai Plant

We conduct traffic safety guidance at crossings on employees' commuting roads and around the plant, aiming to buckle-up seatbelts and improve traffic manners and prevent traffic accidents mainly at intersections.

In FY2020, 600 employees in total participated in this activity on streets and cooperated to building of safe and comfortable town.



#### ● Traffic safety

In order to reconfirm compliance with traffic laws and rules among new employees who join the Kosai Plant and serve as an example to people in the local community, we conduct safety education and on-road training at driving schools.

#### ● Acceptance of workplace tours

While taking measures to prevent the spread of COVID-19, we are accepting workplace tours, mainly from students at local high schools. In FY2020, 182 students from 11 schools visited the Kosai Plant to learn about the manufacturing industry through factory tours and other activities.

### Efforts by Iwata Plant

#### ● Voluntary cleanup around the plant

For the purpose of maintaining the clean environment in surrounding areas of the plant, we perform cleanup called "Cleaning Campaign" by picking up trash around the plant once a month.



#### ● Traffic manner check & guidance

Traffic safety guidance activities are carried out periodically around the plant by the plant's traffic safety group members to improve traffic manners of employees.





## Efforts by Sagara Plant

### ● Voluntary cleanup around the plant

We perform clean-up around the plant together with staff from cooperative companies three times a year for the purpose of maintaining the local environment. In FY2020, 58 people participated in these activities. Since FY2018, cases of littering have decreased as a result of the continuation of these activities. (Amount of garbage collected: 200 kg in FY2018, 93 kg in FY2020)



### ● Deepening exchange with local residents

An annual information exchange meeting is held in February every year to provide information on Suzuki's business activities and environmental efforts to local residents and listen to their opinions.

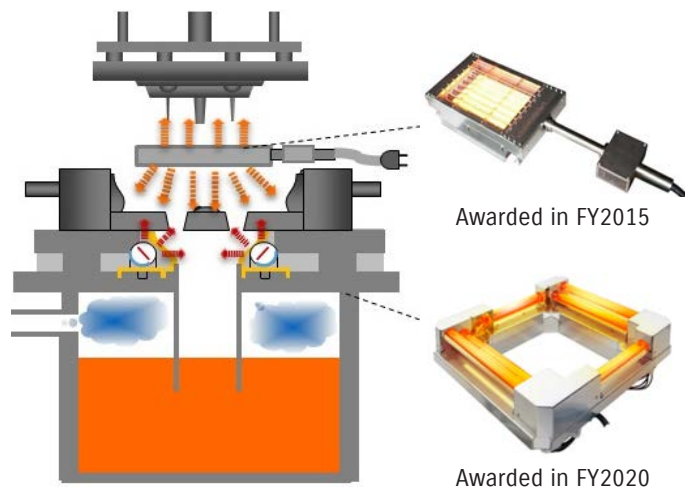
In FY2020, as part of COVID-19 measures, we engaged in exchanges by written correspondence instead of an in-person exchange meeting at the plant.

### ● Receiving the 2020 Energy Conservation Grand Prize

Suzuki received the Energy Conservation Center Chairman's Award in the Energy Conservation category of the 2020 Energy Conservation Grand Prize (sponsored by the Energy Conservation Center, Japan) for energy conservation initiatives by achieving carbon-free low-pressure casting processes for the second time since FY2015.

The Energy Conservation Grand Prize is an awards program that recognizes excellent energy-saving initiatives in Japan's industry, business, and transportation sectors, as well as advanced and efficient energy-saving products.

The initiative that was highly recognized on this occasion was carried out in association with Metro Denki Kogyo Co., Ltd. and Chubu Electric Power Miraiz Co., Inc. It involved the improvement of the substroke heating method used for casting engine parts from the conventional gas burner type to an infrared heater type without combustion, which has halved CO2 emissions and fuel consumption.



### ● Traffic safety

Through traffic safety education at driving schools and traffic safety guidance on street, we are instructing traffic laws and manners as employees of an automobile manufacturer that should become role models for the local residents.



## Efforts by Hamamatsu Plant

### ● Expanding the scope of application of the environmental management system at the Hamamatsu Plant and adding the Motorcycle Technical Center

In August 2020, the Motorcycle Business Division was relocated to the Hamamatsu Plant. Our environmental management system was restructured to meet the change, and received ISO14001 certification in February 2021. As a result, we have been able to strengthen our efforts to reduce environmental impact and comply with laws and regulations throughout the Hamamatsu Plant.

### ● Picking up trash and cutting grass on pedestrian

From April to June and August to September, we picked up trash and cut grass on pedestrian roads around the plant. Approximately 20 employees participated each time in this environmental activity.



### ● Conducting traffic safety guidance

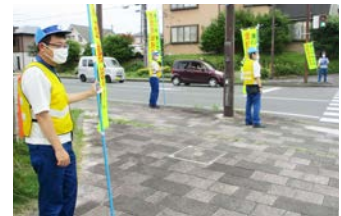
On the 10th, 20th, and 30th of each month, the Hamamatsu Plant's traffic safety group members stand and provide traffic safety guidance on the streets around the plant.

As employees of an automobile manufacturer, we strive to be role models to members of the local community and give guidance with the aim of improving driving manners and preventing traffic accidents. We are also engaged in efforts to educate young people in traffic safety through practical guidance for new employees at driving schools and ride-along guidance from superiors in the workplace.

### ● Participating in street-side guidance with local safe driving management association

Once a month, we participate in traffic safety guidance activities in the streets with the Hosoe District Safe Driving Management Association.

When giving guidance, we not only call for safe driving but also actively exchange greetings with local junior high and senior high school students on their way to and from school and other local people, and strive to encourage community interaction.



### ● Participating in the Hamamatsu City Miyakodaminami Elementary School Safety Council

On August 5, 2021, we participated in the Miyakodaminami Elementary School Safety Council, with the aims of improving child safety and preventing traffic accidents.

We reported on the number of commuters during each hour of the day and various road safety initiatives.

## Efforts by Osuka Plant

### ● Voluntary cleanup around the plant

We are periodically conducting trash picking around the plant aiming for beautification. In FY2020, we conducted cleaning of roads outside the plant four times. We will continue to conduct environmental education to employees and make efforts in preservation of the environment.



### ● Publishing environmental newsletters

During the Environment Month (June), we published environmental newsletters introducing environmental initiatives at the Osuka Plant.

We will continue to issue these newsletters as one aspect of our activities to help raise awareness about environmental issues.



### ● Local community liaison activities

In FY2020, social gatherings of neighborhood community associations were canceled in order to prevent the spread of COVID-19. Instead, we conducted activities to distribute materials on the environmental initiatives and business operations of the Osuka Plant to the members of neighborhood community associations.

In addition to distributing materials, we also conducted questionnaire surveys to obtain opinions and requests to the plant, and conducted exchange activities with local residents with COVID-19 protocols in place.



### ● Accepting plant tours

Plant tours were conducted for around 100 seventh graders from the local Osuka Junior High School.

In addition to tours of the manufacturing process and observing displays of finished vehicles, the children also learned about the fun of manufacturing through interaction with other members of the local community and explanations of environmental initiatives with examples.



### ● Traffic safety lectures

We invited lecturers from Kakegawa Police Station to hold a traffic safety lecture for all employees, with the aim of completely eliminating traffic accidents and violations.

In light of the COVID-19 pandemic, we used an online system to hold the event to avoid the three Cs (Closed spaces, crowded places, Close-contact settings).

We will continue to provide road safety training to enable Suzuki employees to drive in a caring, considerate, and exemplary manner that is befitting of employees of an automobile manufacturer.



### ● Traffic safety education using road safety simulation vehicles

In cooperation with Kakegawa Police Station, and using equipment mounted on road safety simulation vehicles, we conducted experience-based training through such tools as driving simulators, dynamic recognition tests, depth perception, and driving and walking proficiency judgement.

Looking ahead, we will continue to contribute to local traffic safety activities by providing classroom lessons and experience-based traffic safety training.



### ● Conducting traffic safety guidance on streets

We participate in the traffic safety guidance on streets with local residents during the traffic safety campaign held quarterly to prevent local traffic accidents.



## Efforts by Motorcycle Technical Center (Ryuyo Proving Grounds)

### ● Traffic safety guidance around the Motorcycle Technical Center

During traffic safety campaign periods in spring, summer, fall, and at end of the year, before long consecutive holiday periods, and several other times in a month, the Motorcycle Technical Center provides traffic safety guidance at nearby intersections and at its main gates. These activities are carried out in the hopes of raising employees' awareness of traffic safety and ensuring traffic safety of members of local communities. In FY2020, we conducted a total of 15 activities at the Hamamatsu Plant's Motorcycle Technical Center and six activities at the Ryuyo Proving Grounds. We also participated four times in total in traffic safety patrols at intersections organized by the Hosoe District Safe Driving Management Association.

### ● Activities to improve manners

As part of the Motorcycle Technical Center's activities to improve manners in the community, we pick up garbage around the Hamamatsu Plant's Motorcycle Technical Center and the Ryuyo Proving Grounds, with the aim of contributing to the local community, volunteering and environmental beautification. In FY2020, we conducted a total of four activities at the Motorcycle Technical Center and five activities at the Ryuyo Proving Grounds.



### ● Opening Ryuyo Proving Grounds to the public for sports competitions

We opened the Ryuyo Proving Grounds to public sports competitions, in reply to a request by local sports groups, as follows.

- August 2020 Shizuoka Triathlon Association (bicycle training program)

Although events have been less frequently held due to the impact of the COVID-19 pandemic, we will continue to open the Ryuyo Proving Grounds to a wide range of visitors, from working adults to elementary and junior high school students, to contribute to local sports organizations and activities for the sound development of youths in the community.

## Efforts by Marine Technical Center

### ● Traffic safety guidance around the Marine Technical Center

The Marine Technical Center conducts traffic safety guidance activities at the entrance of the center and intersections near the center in the morning of working days during the period of the spring/fall/year-end traffic safety campaign. 2020 was the 12th year to hold these events. We hope that both our employees and neighbors of the center become more aware of traffic safety through these activities. (Photo taken at the year-end guidance activity)



### ● Marine Technical Center Manner Improvement Activities

For the purpose of contributing to the local community as well as volunteering and conducting environmental beautification, "Marine Technical Center Manner Improvement Activities" are carried out by picking up trash around the Marine Technical Center.

The activity has held in FY2020 on 25 June.







## Efforts by Domestic Sales Distributors

The Suzuki Group's domestic sales distributors value relationships of trust with customers and local people, and would like to have a long-lasting engagement with them. We facilitate communication with customers and members of local communities through various activities, including providing information on products and services, participating in and offering cooperation for local events and traffic safety activities, engaging in social welfare activities, and providing support for automobile maintenance schools.

### Key examples of initiatives

(Environmental)

- Consideration for energy used by dealers (visualization of energy, reduction of standby power usage, introduction of power-saving equipment, etc.)
- Installation of solar panels at dealers
- Participation in the Ministry of the Environment's "Lights Down Campaign"
- Thorough application of eco-driving
- Consideration for water resources (introduction of water-saving car washing machines, etc.)
- Conducting and participating in environmental beautification activities



Installation of solar panels  
(Suzuki Motor Sales Keiyo Inc., Chiba Prefecture)



Clean-Up the World Campaign  
(Suzuki Hanbai Ehime Corporation and Suzuki Motor Sales Matsuyama Inc., Ehime Prefecture)

(Social)

- Traffic safety activities (conducting collision-mitigation braking experience sessions, participating in local events, etc.)
- Electric wheelchair safe driving seminars
- Technical lectures at automobile maintenance schools, etc.
- Technical lectures at prefectural automobile service promotion associations, etc.
- Social welfare activities (blood donation, AED installation, PET bottle caps collection campaigns, donations, etc.)
- Employment support for persons with disabilities
- Cleanup activities around business locations



Electric wheelchair safe driving seminar  
(Suzuki Motor Sales Hiroshima Inc., Hiroshima Prefecture)



Cleanup activities around the business location  
(Suzuki Motor Sales Shonan Inc., Kanagawa Prefecture)





# Efforts by Overseas Group Companies

**India**

**Maruti Suzuki India Limited**

The CSR policy of the company aims to create a meaningful and lasting impact on the lives of beneficiaries. Guided by the CSR policy, the Company undertakes Corporate Social Responsibility (CSR) projects in the areas of Community Development, Road Safety and Skill Development, in alignment with the national development priorities and Sustainable Development Goals (SDGs). As a response to COVID-19 pandemic, efforts were made by the Company to aid health care facilities and local communities affected by the health and economic crisis.

## 1. Fighting COVID-19 Pandemic

● **Support to Government in augmenting health care facilities and support to local communities during COVID-19 first wave**

COVID-19 pandemic has brought unprecedented health crisis and humanitarian challenge. To support the Government in this battle, Maruti Suzuki examined its ability to assist in the production of Ventilators, Face Masks and other protective equipment. An arrangement was entered into with AgVa Healthcare, an existing approved manufacturer of ventilators. MSIL worked with AgVa Healthcare to rapidly scale up production of ventilators from 50 per day to around 400 per day, thereby reaching a volume of about 10,000 units per month. With the support of vendor partners, Krishna Maruti Limited and Bharat Seats Limited, Maruti Suzuki also produced and contributed Face Masks and Medical Protective Clothing.

Under CSR, the company donated 280 such Ventilators, more than 2 Million Face Masks, over 10,000 Medical Protective Clothing, and 1,000 Testing Kits, in addition to other medical supplies to Haryana and Gujarat State Governments. Also, the Company has provided over 12,000 Dry Ration Kits and more than 120,000 cooked meals to the local communities affected by sudden disruption due to the pandemic.



## 2. Community Development

Community development projects are undertaken in 26 villages around the Company's facilities in Haryana (Gurugram, Manesar and Rohtak) and Gujarat to improve community wellbeing and maintain harmonious relationships. The initiatives are focused on improving health, education, water and sanitation, and common community infrastructure. The company operationalizes its community development objectives through the following projects.

### ● Multi-Specialty Hospital at Sitapur, Gujarat

A Multi-Specialty Hospital has been set up at Sitapur, Gujarat in partnership with Ramanbhai Foundation, a Philanthropic arm of Zydus Hospitals, Ahmedabad. The construction of the Hospital along with residential facilities is completed and operation was also started with 50 Beds in April 2021.

Additionally, a Public Health Centre at Becharaji, fully equipped with advanced diagnostic facilities, emergency care and ambulance facilities, has provided medical care to over 36,000 patients since 2018.



Multi-Specialty Hospital at Sitapur, Gujarat

### ● Maruti Suzuki Podar Learn School at Sitapur, Gujarat

The Company has set up a school at Sitapur, Gujarat in partnership with Podar Education Network with the objective of providing quality education to children of Hansalpur, Becharaji and nearby areas. The school will focus on holistic development of children by imparting best academic practices and inculcating moral values, discipline and ethics. Operation of the Primary school from Nursery till Class V was started in April 2021. Additionally, the Company has supported 58 government-run schools in 23 villages across Haryana and Gujarat by upgrading infrastructure and providing supplementary teachers and teaching aids.



Maruti Suzuki Podar Learn School at Sitapur, Gujarat

### ● Village Development Project

The Company has set up 28 Water ATMs in 25 villages to supply drinking water to community members at an affordable price. Over 44 million litres of drinking water has been provided since the commencement of the project. The Water ATMs are self-sustainable as the operations and maintenance costs are met with user fees.

The Company has constructed 4,455 individual household toilets to help villages achieve open-defecation-free status and laid around 56.77 kilometers of sewer line & 60 kilometers of the village road, cumulatively improving the quality of lives in 24 villages. Support for door-to-door household waste collection and sweeping is provided in project villages.

A mechanised solid waste management facility was set up in Manesar to convert organic waste from two villages to compost, thus reducing solid waste that goes to the landfill. Approximately 5 tonnes of solid waste is handled daily and the compost generated is given to nurseries and local institutions.



Water ATMs set up for the Local Community

### 3. Skill Development Projects

The Company has a set of well-established skill development programmes that are aimed at enabling the Indian youth to undergo industry-relevant skill training that will help them in securing dignified and rewarding employment opportunities.

#### ● Japan-India Institute for Manufacturing (JIM)

Based on the Memorandum of Cooperation (MOC) on the Manufacturing Skill Transfer Promotion Programme signed in November 2016 between the Ministry of Economy, Trade and Industry (METI) of Japan and the Ministry of Skill Development and Entrepreneurship (MSDE) of India to work together toward human resource development in India's manufacturing sector, the Company has established 2 Japan-India Institutes for Manufacturing (JIM), one in Gujarat and the other in Haryana.

The institutes offer training in courses in the domain of automobile manufacturing, maintenance, and service - Mechanic Motor Vehicle, Mechanic Auto Body Painting, Electrician, Welder, Mechanic Diesel Engine, Mechanic Auto Body Repair, and Fitter. These courses are recognised by National Council for Vocational Training (NCVT) and the institute is accredited by the Ministry of Economy, Trade and Industry (METI), Japan. Unique features of JIM include a mini-vehicle assembly line, engine assembly line, safety lab, virtual welding simulators and spot-welding equipment that provide hands-on training to students to make them industry-ready.

In addition to industry skills, the students are trained in soft skills and Japanese shop floor practices in the areas of safety, quality, discipline, punctuality, Kaizen, 3G, and 5S. The soft skill curriculum has been developed by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan under the guidance of the Ministry of Economy, Trade and Industry (METI), Japan. Since 2017, around 900 students were trained in both Institutes.

Under the "Dual System of Training" scheme of the Ministry of Skill Development & Entrepreneurship (MSDE), the Company provides training to students from both institutes. The DST is an amalgamation of theoretical training imparted through ITIs and practical training imparted through the Industry. DST helps enable Industry linkages and provide hands-on experience to students on the industry's latest updated technologies.

#### ● Upgradation of Industrial Training Institutes (ITIs)

The Company has adopted 30 government-run Industrial Training Institutes (ITI) across 10 States and 1 Union Territory. The interventions are focused on upgrading workshop infrastructure, training on manufacturing trades and Japanese manufacturing practices as well as enhancing industry exposure for trainers and students. Additionally, soft skills are imparted to make students industry-ready and placement support is also provided. Over 15,000 students were trained during the reporting period.

Additionally, the company has set up Automobile Skill Enhancement Centres (ASECs) in ITIs to impart training on trades such as Mechanic Motor Vehicle (MMV), Auto Body Repair (ABR) and Auto Body Paint (ABP). During the reporting period, over 3,200 students were trained at 83 Government ITIs in 22 States and 3 Union Territories. Under Apprentice Training Programme for Industrial Training Institute (ITI) students, over 2,000 trainees from ITIs across 13 Trades were trained at the Company.



Basic Vehicle Assembly Training at JIM



Training on components fitment on vehicle at ITI

## 4. Road Safety

Deaths and injuries resulting from road accidents cause significant health and economic burden to victims, their families and the nation. As per Global status report on road safety 2018, Road traffic injury is now the leading cause of death for children and young adults aged 5 to 29 years and the eighth leading cause of death for all age groups. This makes Road Safety a major health and safety issue, globally. India accounts for almost 11% of road accident related deaths in the world. Driven by the commitment to make Indian roads safer, the Company undertakes projects to improve driving skills through professional driving training, increase compliance with traffic rules and enhance road safety consciousness.

### ● Improving Road safety through Institute of Driving and Traffic Research (IDTR)

To provide quality driving training and education, the Company has set up 7 Institutes of Driving and Traffic Research (IDTR) and 21 Road Safety Knowledge Centres (RSKC) in association with 5 State Governments. The IDTRs use scientifically designed test tracks, driving simulators and a well-defined curriculum to conduct learner, refresher and evaluation courses for drivers of light motor vehicles, heavy motor vehicles, two-wheelers, three-wheelers and forklifts. The IDTRs and RSKCs have trained over 0.34 million drivers during the reporting period and nearly 3.72 million drivers over the past 20 years.



Driver Training at IDTR



### ● Strengthening Driving Licensing test through Automated Driving Test Tracks (ADTT)

The Company has partnered with the Delhi Transport Department to set up 12 Automated Driving Test Tracks (ADTT) in Delhi. The centres have specially designed tracks to conduct driving tests. They are also equipped with high-resolution cameras to capture real-time footage of tests, analytics-based assessment tools and biometrics to help in the issuance of driving licenses more transparently and efficiently. As of 31st March 2021, 10 centres have been made operational and over 200,000 candidates have taken the tests. Apart from 10 ADTT in Delhi, 2 ADTT are also operational in IDTR Dehradun, Uttarakhand and IDTR Aurangabad, Bihar. These ADTTs are based on mobile vision cameras and cumulatively over 13,000 candidates have taken the driving test.



ADTT at Delhi (Mayur Vihar)



Driving License Test at ADTT

### ● Traffic Safety Management System

Traffic Safety Management System (TSMS) project has been implemented for Delhi Police at 13 road junctions with high traffic density. The project aims to improve compliance with traffic rules, thereby reducing accidents. The TSMS comprises 3D radars and high-resolution cameras that simultaneously capture traffic violations such as over-speeding, red-light violation, stop line violation and wrong side driving happening at traffic junctions. The information on violations is transmitted to the central control room of Delhi Traffic Police for manual validation, from where e-prosecution slips are sent to the violators by SMS with a web link showing the evidence. Starting February 2019, nearly 3 million e-prosecution slips were issued till March 2021.



India

Suzuki Motorcycle India Private Limited

Road safety awareness

In continuity with initiatives taken up in previous years on road safety awareness, a Road Safety Initiative to create awareness amongst various sections of society is taken up to be conducted through various media platforms. This activity will be conducted during a period of two financial years. This activities were conducted primarily in NCR of Delhi and adjoining states in north India and Digital outflow would be pan India.



In association with Mumbai Police this activity was conducted across 200 major townships in Mumbai, held in January 2021, with an objective to create traffic rule & safety awareness amongst the public with key safety message "Wear Mask & Wear Helmet", around 200 major townships were covered across Mumbai promoting Road safety practices. Overwhelming response was received to the initiative.





Pakistan

Pak Suzuki Motor Co., Ltd.

Pak Suzuki, acting as a responsible corporate organization; is committed to well being of the society through its contribution in the field of education, health, promoting environmental care in particular and to improve quality of life of underprivileged people as a whole.

Community Health

● Inauguration of New OPD Ward at Burns Centre

The company completed & handed over the Newly Constructed OPD Ward at Burns Centre, Civil Hospital in fully operational condition by donating Medical Equipment & Furniture also to Burns Centre Management. The Inauguration ceremony held in August 2020. New OPD Ward consisted of male & female Doctor rooms, male & female Patients dressing rooms, male & female Patients shower rooms, Reception area, etc. Burns Centre has been playing a vital role since 2005, in providing health care services, medical treatments, surgical procedures, etc. Center has 66 beds facility with Intensive Care Units (for Male, Female & pediatric), 2 Operation Theaters and Emergency Operation Theater, etc., facilitating not only patients from all over Pakistan but also from neighboring countries Iran and Afghanistan. Burns Centre caters Burnt patients suffering from more than 50 percent burn injuries (even around 80 percent) and operate them all at free of cost.



● CO<sub>2</sub> Incubator Machine Donation to Indus Hospital

The company donated a CO<sub>2</sub> Incubator Machine with Auto Sterilization in September 2020 to Indus Hospital. Since 2007, Indus Hospital has been playing a vital role in providing health care services, medical treatments, surgical procedures and having 150 beds specialized consultancy care, etc. Indus Hospital is also performing its active part against Covid-19 outbreak in Pakistan by conducting consultation & tests, providing medical treatment & medicines, all at free



● Donation to SAIBAN NGO

The company donated Suzuki Bolan as a fully equipped Ambulance, Medicines, Medical and COVID protection items to SAIBAN NGO.

SAIBAN NGO is involved in welfare activities since 2001 (especially providing Free Ambulance Service) in Neelum District and nearby areas; NGO performed rehabilitation activities on major level in 2005 earth quake, providing safe shelter to (Internally Displaced Persons) IDPs of South Waziristan, providing food to Thar affectees, etc.



● Donation to Koohi Goth Women Hospital

The company donated Items for protection against COVID-19 (Latex Gloves, KN 95 Masks, Shoe Covers, Liquid Dettol, Sanitizer, Temperature Guns), Water Coolers with Filters & Stabilizers to Koohi Goth Women Hospital of Zafar & Atia Foundation Charitable Trust (ZAAFCT).

It is a non-profit 250 bed General Hospital in the poorest area of Landhi Karachi. Hospital is actively working for protecting women from labor related complications and gynae diseases. Hospital also provide rehabilitation services to the poor needy women of Pakistan; especially to fistula patients. This is the only charity fistula treatment center in South Asia, providing state of the art laparoscopy surgery and fistula management training also. Hospital has further upgraded to three Operation Theaters including Oral Cancer & NICU (Neonatal Intensive Care Unit). Thousands of patients (on yearly basis) are given free of cost medical care along with necessary in-patient facility.



## Education Support Program

### ● Lower Secondary Scholarship

Lower Secondary Scholarship ceremonies were held at Govt. Schools, in September 2020. The purpose of this scholarship program is to motivate and encourage the needy and talented Government Schools students to continue their education, which empower them to achieve their dreams and lead to become a successful person and dedicated citizen of country. Mr. Masafumi Harano, MD & CEO Pak Suzuki awarded total 150 scholarships to successful students of grade 6,7 & 8. Scholarship certificate was also presented to each student.



### ● Safe Driving Techniques (SDT) Awareness Session

A session on "SAFE DRIVING TECHNIQUES" conducted in the company in coordination with Marketing & Sales Function for Car Carriers' Owner, Managers, Supervisors and Drivers, in March 2021. The purpose of the session was to enhance the Safety Level of Car Carrier Team to ensure their safe journey. During the session, Head Corporate Planning educated the participants about Safe Driving Techniques, Highway Driving Rules and Tips for Maintenance of Vehicles; the awareness session also comprised of pictorial/video demonstration about Driving Signs and Techniques, Accidents and their Precautions. Total 26 participants attended the session.



## Environment

### ● Plantation

Plantation campaign executed along with DSU-13A (Delivery yard beside Pak Suzuki) and in Govt. Schools. The Plantation campaign consisted of planting 390 saplings {including Neem & Sapodilla (chickoo)} at several locations. Students & Teachers also participated in Plantation campaign; the purpose was to create awareness in students about the importance of nature & benefits of plantation.



Indonesia

PT. Suzuki Indomobil Motor

● Production and Distribution of Masks

At the beginning of pandemic in Indonesia, Cikarang plant produced and distributed 95,000 cloth masks to employees of Production, sales and financial subsidiaries and all SUZUKI dealers in Indonesia as an effort to protect all of SUZUKI group companies' employees in Indonesia from COVID-19. In addition, the masks were also distributed to residents around all PT SIM & PT SIS work locations.



● Disinfection of "Angkot" Public Transport

To prevent spread of COVID-19 at public transport, SUZUKI in collaboration with KWK as Angkot operator and Transportation Office of Jakarta Government conducted disinfection to 1,100 units of KWK's Angkot in Jakarta.

As one of efforts to reduce the spread of COVID-19 in public transport, SUZUKI in collaboration with 8 Angkot operators in Jakarta distributed sanitary kits to 6,400 Angkot drivers in Jakarta. The sanitary kits consisted of masks, hand sanitizer, and sticker to remind Angkot user to follow COVID-19 prevention protocols while using Angkot.



● Provision of Carry Ambulance and Carry Pick Up to Support SCRC Activities

The company provided 1 unit of Carry Ambulance and 1 unit of Carry Pick Up to support various activities done by SCRC (Suzuki Club Reaksi Cepat) during the pandemic. SCRC as an official club under PT. SIS with a mission to provide quick response to the victims of natural disaster utilized the two cars to deliver personal protective equipment for medical personnel and conduct disinfection in several residential areas.



● Donation for vocational schools

In order to support student education, SUZUKI donated 5 units of car to 3 vocational high schools and 1 university in Indonesia for mechanical training at the schools.





Vietnam

Vietnam Suzuki Corp.

● **Motorcycle safety riding session**

Six safety riding sessions has been conducted on the test course inside company in FY2020 to enhance the safe riding skills and to reduce traffic accidents. Totally 74 participants joined these sessions. During the session, the trainer informed about safe riding techniques, driving rules and tips for maintenance of motorcycles. The session also comprised of video demonstration about driving signs and techniques, accidents and their precautions. Participants actually drove the motorcycles on the company's test course under the guidance of trainers to improve their safe driving.



Philippines

Suzuki Philippines Inc.

● **Support for medical professionals**

The company had taken the opportunity to extend assistance, reaching out to participate in the Free Bus Ride for Medical Workers Program of the Department of Transportation that was an avenue to lend 10 All-New Carry UV units to transport frontliners from different location points, helping ease the burden of their day-to-day commute.

The company also lent 10 units of the Raider crossover to the office of the Vice President Angat Buhay' Free Dorm for Healthcare Workers project.



● **Traffic safety education**

Starting September 2020, the COVID-19 didn't stop us to continue the initiative of recruiting little safety ambassadors to spread awareness in creating safer roads for everyone. The virtual seminar is held alongside every Virtual Auto festival road show, which allows 25 kids to participate in every session.



**Myanmar**

**Suzuki (Myanmar) Motor Co., Ltd./Suzuki Thilawa Motor Co., Ltd.**

● **Tree Planting**

We visited Nay Pyi Taw, City of Myanmar, and planted 2000 trees in collaboration with Nay Pyi Taw Development Committee in August 2020.



● **Donation Engines to Yangon Technological University**

We donated the 4 engines (units) to the Yangon Technological University, the most famous technological university in Myanmar, and the 4 engines (units) to Technological University (Thanlyin), located very close to Suzuki Thilawa Motor Co., Ltd., in January 2021.



**Spain**

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

In January 2021, heavy snow storm called Filomena blocked Madrid. Suzuki helped rescue corps with Suzuki Jimny marketing fleet to move citizens to the hospitals and rescue blocked ambulances and private cars in the city.



**U.K**

**Suzuki GB PLC**

We adopted an 'in house' re-cycling regime for all waste cardboard. Historically, we were using plastic bubble wrap to package any parts being dispatched to our dealer networks. All cardboard is shredded and re-used to void fill cartons for dispatch which eliminates 90% of our plastic packaging. The use of shredded cardboard makes it easier for our dealer staff to recycle once the part has been unpacked and even the sealing tape and Jiffy bags we use now are 100 per cent recyclable.



**Italia**

**Suzuki Italia S.P.A.**

In October 2020, the company management conducted a tree planting activity at the kindergarten of Robassomero city where the company is located, with the presence of mayor of the city. We try to contribute to the local community as a good member of the community.





**Hungary**

**Magyar Suzuki Corporation Ltd.**

● **Lifesaving program for preschoolers**

The company supported the program called “Pre-schoolers can be life savers”. In this program, 5-6-year old children learn how to recognize an emergency and if someone is unconscious how to call the ambulance. The program took place in the kindergartens of Esztergom.



● **Cross-border cooperation**

MSC is the main sponsor of the First Cross-Border Bicycle Rental System in Sturovo and Esztergom: By the Slovakian-Hungarian border, in the cities of Sturovo and Esztergom a new form of community transport was established, which even better contributes to connecting the two border cities and to improve the quality of mutual social connections. The residents of Sturovo and Esztergom, and the arriving tourists, of course, can rent and use the bikes in the city from February 2020. The local governments of Esztergom and Sturovo would like to encourage its residents and tourists to use environmentally friendly solutions for their travels in the two cities.



● **Support for medical institutions**

With regard to the extraordinary situation emerging due to the COVID-19, the company offered immune booster packages (Vitamin and calcium supplements, hand sanitizing gel) to the health care workers at Vaszary Kolos Hospital in Esztergom. We offered Suzuki Vitara and Sx4 S-CROSS vehicles, four models each, to doctors and nurses of the Esztergom hospital for 2 months long usage. Therefore, doctors and nurses were able to commute in an easier and safer way.



**France**

**Suzuki France S.A.S**

● **Support for races for the people with disabilities**

The company has developed a partnership with the French motorcycle Champion Stephane Paulus. We support him with special parts budget and discount on bikes etc. He has been injured 14 years ago and founded in 2014 the Handi Free Rider association helping disabled people to become motorcycle rider. He also launched the first international championship (taking place during Moto GP) “International Bridgestone Handy Race”. With Stephane, Suzuki is sharing a lot of events, such as autograph session in MotoGP, Stunt Show, social events for children etc.



## New Zealand

## Suzuki New Zealand Ltd.

## ● Child safety activities

Whānau Âwhina Plunket, established in 1907, have been helping babies and supporting new mothers through a nationwide community-based network for well over 100 years. It is an incredible network and New Zealand's largest support service for the health and well-being of children under-five and their families. We provided 2 vehicles for their community activities and works in partnership with Plunket on child vehicle safety education.



## South Africa

## Suzuki Auto South Africa (Pty.) Ltd.

## ● Education support

An initiative that provides literacy resources and teachers' training and support, empowers teachers and students to increase literacy levels in rural schools around the country. With the pandemic during 2020, we were unable to personally deliver reading material and resources, however they were delivered through the READ Foundation. During this year, SASA was able to sponsor three schools with the material within the KZN-Berg region.



## Supporting the development of human resources in overseas manufacturing companies

Suzuki participates in the trainee acceptance program led by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) and directly accepts trainees from overseas manufacturing companies to provide practical on-the-job training in individual sections of the company. Effective training in practical techniques and skills for overseas companies that support the manufacturing sector contributes to developing industries in developing countries and promotes mutual understanding and friendship between each other's countries.

- No overseas trainees accepted in FY 2020 due to the COVID-19.
- Accumulated total number of overseas trainees: 23,037 persons (from FY1983 to FY2019)

## ● Cultural exchanges with trainees

We are having cultural exchanges between overseas trainees and the employees twice a year, aimed for their exchange of communication and understanding of cultural differences. They visited sightseeing facilities in areas around Hamamatsu, where we are headquartered, and had an exchange by having lunch of their cuisines and playing games.

- Accumulated number of participants (from FY2014 to FY2019): 979
- Number of exchanges conducted: 12
- Locations of exchange: Hamanako Garden Park, Nihondaira, Non Hoi Park, Sunpu Takumi Shuku, etc.

\*The event was not held in 2020 due to COVID-19.



## Suzuki Foundation Activities

### The Suzuki Foundation

The Company has been supporting scientific and technological research through the Suzuki Foundation since 1980.



Symbol mark  
of the Suzuki  
Foundation

### Policy

Today, in the face of serious problems such as energy, global warming, and traffic accidents, the automobile industry is facing a period of rapid growth in order to meet the expectations of the times, such as energy conservation, reduction of environmental impact, and safety technology. We believe that we must continue to make further efforts in the compact car industry to respond promptly to the needs of the people. This foundation was established with the guidance and cooperation of the Ministry of Economy, Trade and Industry and other related parties, and continues its activities in order to support and subsidize the technological development of the machinery industry related to compact cars and to encourage young people who are motivated to engage in these fields.

### Foundation activities

#### ● Grants for fundamental and unique project

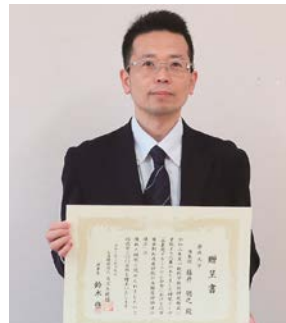
The Suzuki Foundation offers grants for fundamental and unique projects related to environmental, information, control, material and medical technologies, which are the framework of social development. We have contributed to the basic research for development of technologies by providing grants totaling 1,583,550,000 yen to 1,153 researchers (as of 31 March 2021) at universities, junior colleges, and research institutes.

#### ● Grants for theme-based project assignments

The foundation also finances projects that concentrate the combined intellect of researchers in finding solutions to high priority concerns such as global environmental conservation, natural energy resource saving, and automated driving. Since the start of our financial aid in 2003, we have financed 37 projects including the "Cooperative Automated Driving Technique based on Mutual Understanding between Automated Driving System and Human Operator." which amount to 349,200,000 yen to date (as of 31 March 2021).

#### ● Grants for further development of findings and for overseas training of researchers

The foundation partially provides grants to symposiums and conferences held in Japan and other countries for the purpose of further development of findings from basic or creative scientific researches. So far (as of 31 March 2021), it has provided grants totaling 182,680,000 yen for 642 symposiums and conferences.



### ● Grants for joint project with foreign researchers

Based on the researchers exchange agreement between Shizuoka University/Toyohashi University of Technology and universities in Hungary and India, the Suzuki Foundation has been supporting exchange of researchers since FY1999.

In FY2020, the foundation supported one exchange researcher coming from Indian Institute of Technology, Hyderabad to Shizuoka University.

Since FY1999, the foundation has supported a total of 22 exchange researchers, of which 17 from the Budapest University of Technology and Economics, 4 from the Indian Institutes of Technology, and 1 from the Indian Institute of Science.

### ● Establishment of the “Yamaika Grand Prize” and “Yamaika Special Prize”

In 2020, in commemoration of the 40th anniversary of its founding, the Suzuki Foundation established the Yamaika Grand Prize and Yamaika Special Prize with the aim of further developing mechanical industrial technologies in Japan. This is an annual awards program to recognize motivated researchers who constantly take on new challenges with the “Yamaika (give it a try) spirit” and make outstanding achievements.

The Yamaika Grand Prize honors researchers who have made outstanding achievements in the development of scientific research related to the production, use, and consumption of machinery for use in people’s everyday lives. The Yamaika Special Prize, meanwhile, recognizes researchers who have received the Suzuki Foundation’s science and technology research grants and project proposal-based research grants in the past and made achievements that will continue to benefit society well into the future. Winners of the Yamaika Grand Prize will receive a prize certificate, a gold cup, and a supplementary prize of 10 million yen while winners of the Yamaika Special Prize will receive a certificate, a silver cup, and a supplementary prize of three million yen.

The first presentation ceremony for the Yamaika Grand Prize and Yamaika Special Prize was held in February 2021.



Presentation ceremony for the Yamaika Grand Prize and Yamaika Special Prize

### ● Grants to overseas automotive training centre

Grants of equipment and facility started from FY2016 for automobile designing, manufacturing, and service trainings held at the International Automotive Centre of Excellence (i-ACE), which is established in the state of Gujarat in India.

### ● Supporting Inter Academia

For international exchange activity, Shizuoka University and eight European universities hold international conferences (Inter Academia) for the purpose of mainly announcing the results from the researches conducted by students and instructors under social programs. Suzuki Foundation also actively supports those activities.

### ● Total assets and number and amount of grants

- Total assets: 11,371,900,000 yen (as of 31 March 2021)
- Number of grants in FY2020: 62 (Accumulated total: 1,855 as of 1 April 2021)
- Total amount of grants in FY2020: 137,440,000 yen (Accumulated total: 2,254,590,000 yen as of 1 April 2021)

## The Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology

It is our wish to find causes of disease and pursue good health so that we may all live pleasant and plentiful lives. In admiration of the efforts of Dr. Motoo Kimura who was nominated for a Nobel Prize for his research in evolutionary studies, the Motoo Kimura Evolutionary Studies Fund was established in December 2004 with the funds from Suzuki. This fund rewards those who have made a great contribution to genetic science research.



## Suzuki Education and Culture Foundation

Since 2000, Suzuki has been conducting granting activities through the Suzuki Education and Culture Foundation for making contributions to nurturing of healthy youths in the Shizuoka prefecture. The foundation was established through funds received from the Suzuki Group as a commemorative business for the 80th anniversary of Suzuki's foundation.



Symbol mark of the Suzuki Education and Culture Foundation

### Foundation activities

#### ● Scholarships to high school and university students

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 have strong desire to learn but are unable to concentrate on their studies due to economic reasons. In FY2020, the foundation offered scholarships totaling 34,740,000 yen to 93 high school and 16 university students.

#### ● Grants to Shizuoka University of Art and Culture for scholarship

Partial grants are made to Suzuki Scholarship Fund for Shizuoka University of Art and Culture, which is aimed to nurture human resources who can contribute to society and contribute to development of the Hamamatsu community.

In FY2020, the foundation made grants of 1,500,000 yen. Through their scholarship, the foundation is making supports to university students in the Shizuoka Prefecture who have strong desire to learn.

#### ● Donation of goods to PTA of special-needs school

The foundation is donating goods including playground equipment, sporting goods, and instruments to PTA of special-needs school in Shizuoka Prefecture. The foundation wishes that by using those goods, students with disabilities attending those schools can expand their potential through sports and education activities.

In its initial year of donation in FY2020, the foundation donated a total of 22 goods to PTA of 21 schools totaling 17,450,000 yen.

#### ● Management assistance for the Mundo de Alegria School for Japanese-South Americans

As assistance for foreign school, the foundation is supporting education of foreign children by making financial assistance to Mundo de Alegria School, a Japanese-South American school approved by the Shizuoka Prefecture (located in Yuto-cho, Nishi-ku, Hamamatsu, with 243 students from kindergarten to high school, of which 230 from Brazil, and 13 from Peru).

The Mundo de Alegria School is a school for children of Japanese-South American workers who came to Japan in the 1990's to compensate for the labor force of Japan.

In FY2020, the foundation made 3 million yen of financial assistance. The foundation is supporting the school's aim to "nurture human resources who can contribute to the local Japanese society by building up education in both their native language and Japanese".

#### ● Total number and amount of grants (accumulated total as of 31 March 2020)

- Scholarships: 471 persons (365,280,000 yen)
- Grants to Shizuoka University of Art and Culture for scholarship: 10 (15,300,000 yen)
- Grants to special-needs school: 45 (31,170,000 yen)
- Grants to schools for foreigners: 11 (100,150,000 yen)



Scholarship ceremony



Playground equipment donated to PTA of special-needs school



Students of the Mundo de Alegria School



# Corporate Governance

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# Corporate Governance

## Basic Policy on Corporate Governance

Through fair and efficient corporate activities, the Company aims to earn the trust of our shareholders, customers, suppliers, local communities, employees, and other stakeholders, and to make further contribution to the international community in order to continue to grow and develop as a sustainable company. To achieve this goal, the Company recognizes that continuous improvement of corporate governance is essential, and as a top priority management issue, we are actively working on various measures.

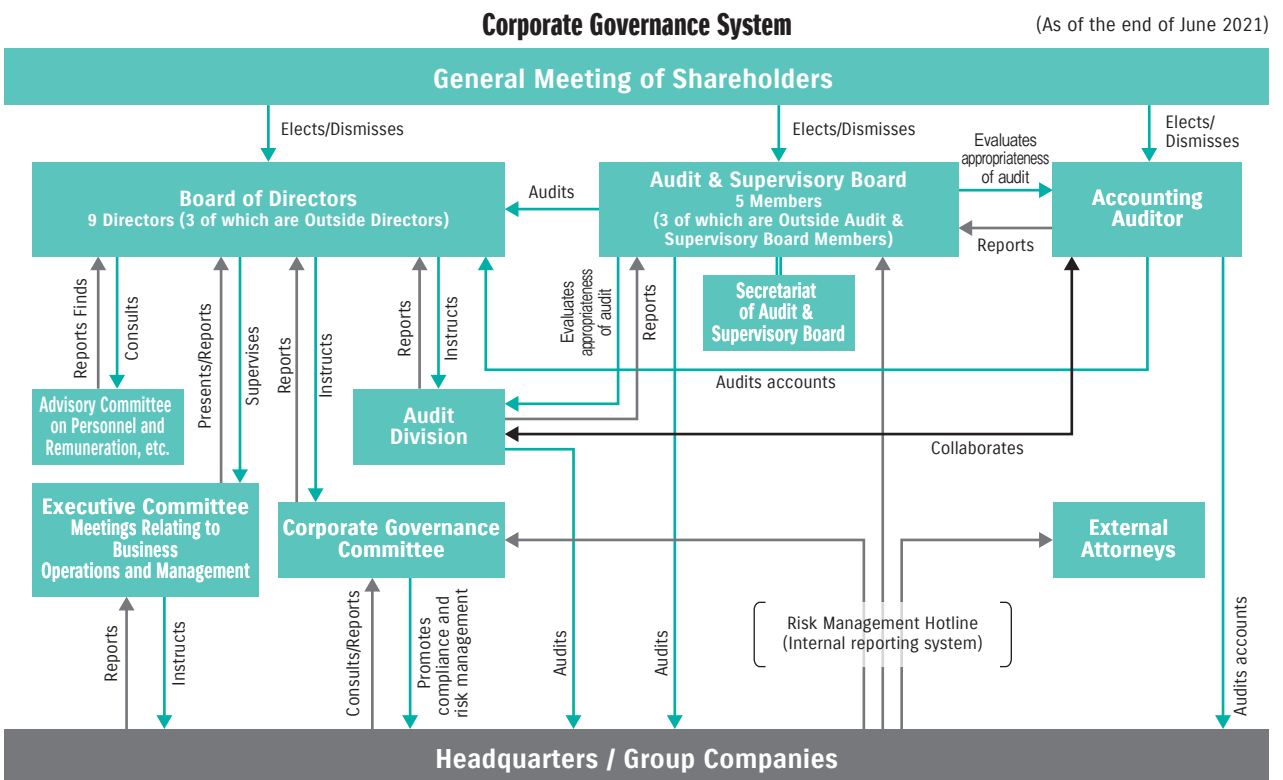
In consideration of the meaning of the respective principles of the Corporate Governance Code, the Company will make continuing efforts to ensure the rights and equality of the shareholders and the effectiveness of the Board of Directors and the Audit & Supervisory Board as well as to upgrade the internal control system.

Also, in order to be trusted further by society and stakeholders, we will disclose information quickly in a fair and accurate manner prescribed in laws and regulations and actively disclose information that we consider is beneficial to deepen their understanding of the Company. Thus we will further enhance the transparency of the Company.

Corporate Governance Report  
<https://www.globalsuzuki.com/ir/library/governance/pdf/report.pdf>

## Corporate Governance System

The Company has adopted the current system with the thought of statutory company auditor system being the foundation and establishment of optional committee on Personnel and Remuneration, etc. and appointment of highly independent Outside Directors enables improvement of governance.



**[Board of Directors]**

In June 2006, the Company reduced the number of Directors from 29 to 14 persons in connection with the introduction of Managing Officers System aiming at agile execution of operations and clarification of a responsibility framework and, after that, has continued to further streamline the structure of the Board of Directors in order to speed up decision-making processes thereat. Further, the Company has appointed two Outside Directors since June 2012 and has appointed three Outside Directors since June 2020, in order to strengthen the management oversight function and receive useful advice, suggestions, etc. on the Company's business management based on their respective extensive experience and expertise and various perspectives.

In principle, the Board of Directors meets once a month and also as needed to strengthen supervision by making decisions on basic management policies, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters prescribed by law and the Articles of Incorporation based on sufficient discussion, including from the perspective of legal compliance and corporate ethics, as well as receiving reports on the execution of important business operations as appropriate.

In order to clarify managerial accountability for individual Directors and flexibly respond to the changing business environment, the term of each Director is set to one year.

**Directors (9 persons)**

(Age and years of service are as of September 2021)

Name	Gender	Age	Years of service	Attribute	Current positions at the Company (*Background of outside directors)	Attendance at the Board of Directors in FY2020
Toshihiro Suzuki	Male	62	18 years		Representative Director & President, Chairman of the Board of Directors	100% (15 times/15 times)
Osamu Honda	Male	71	11 years		Representative Director & Senior Technical Executive	100% (15 times/15 times)
Masahiko Nagao	Male	63	6 years		Senior Managing Officer, Tokyo Representative for Government and Industry Relations	100% (15 times/15 times)
Toshiaki Suzuki	Male	63	1 year		Senior Managing Officer, and Executive General Manager of Domestic Marketing I, Domestic Marketing; Representative Director and President of Suzuki Finance Co., Ltd.	100% (12 times/12 times*)
Kinji Saito	Male	63			Senior Managing Officer, in charge of Global Automobile Marketing, and Executive General Manager of Global Automobile Marketing	—
Yukihiro Yamashita	Male	53			Senior Managing Officer and Chief Technology Officer, in charge of Automobile Engineering Quality	—
Osamu Kawamura	Male	78	1 year	Independent Outside	Business owner (Corporate management in cosmetic business and other businesses)	91% (11 times/12 times*)
Hideaki Domichi	Male	72	1 year	Independent Outside	Former diplomat (Served as the Ambassador of Japan to India and Kingdom of Bhutan)	100% (12 times/12 times*)
Yuriko Kato	Female	47	1 year	Independent Outside	Business owner (Corporate management such as social business to solve agricultural problems)	100% (12 times/12 times*)

\*Attendance is those held after assumption of office on June 26, 2020

**[Company Auditor's Audit]**

As an independent organization which plays a part in corporate governance, the Company Auditors conduct audits conforming with the auditing standards of the Audit & Supervisory Board for proper managerial executions, as well as expressing their opinions to the management members as appropriate.

Company Auditors' audit procedures conform to the auditing standards of the Audit & Supervisory Board, and according to the auditing policy and division of duties, which are formulated after the General Meeting of Shareholders, Company Auditors audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors, Executive Committee and other important meetings, inspecting ringi (request for approval) documents and minutes of meetings, and receiving reports and interviews from directors and employees on the status of operations. In addition, Company Auditors review and discuss the audit plan and topics formulated by Audit HQ, which is an internal audit division, and the results of operational audits conducted by Audit HQ.

**Audit & Supervisory Board Members (5 persons)**

(Age and years of service are as of September 2021)

Name	Gender	Age	Years of service	Attribute	Attendance at the Board of Directors meeting in FY2020	Attendance at the Audit & Supervisory Board meeting in FY2020
Taisuke Toyoda	Male	64		Full-time		
Masato Kasai	Male	65	2 years	Full-time	100% (15 times/15 times)	100% (13 times/13 times)
Norio Tanaka	Male	70	9 years	Independent / Outside (Certified Public Accountant)	100% (15 times/15 times)	100% (13 times/13 times)
Nobuyuki Araki	Male	82	5 years	Independent / Outside (Doctor of Engineering)	100% (15 times/15 times)	100% (13 times/13 times)
Norihisa Nagano	Male	71	2 years	Independent / Outside (Solicitor)	100% (15 times/15 times)	100% (13 times/13 times)

Full-time Company Auditors actively and proactively exercise their authority to express their opinions at meetings of the Board of Directors and other important meetings on management and execution of operation as described below as appropriate. In addition, as an observer, Company Auditors participate in the Corporate Governance Committee, the Inspection Reform Committee, the Quality Assurance Committee, and the Environment Committee, and express their opinions as necessary.

In addition, Company Auditors inspect the status of operations and properties at the Head Office and major places of business by carrying out the inspection of important decision documents, etc. and the audit, etc. on the performance of duties by the senior management. With respect to subsidiaries, Company Auditors inspect the status of operations and properties, etc. by receiving business reports and collecting management data, etc. and make proposals for improvement in business management through discussions with executives of subsidiaries by means of video conference, etc. Further, Company Auditors receives reports of audits conducted over the Head Office, major places of business and subsidiaries from Audit HQ, which is an internal audit division, conveyed their opinions, and confirm the status of activities under the internal control reporting system for financial reporting.

Outside Company Auditors attend meetings of the Board of Directors, the Audit & Supervisory Board as well as various meetings related to business management and execution of operations as appropriate and express their opinions as needed, and exchange opinions with the Representative Director. All of them are observers of the Advisory Committee on Personnel and Remuneration, etc. Regarding "Key Audit Matters (KAM)," the Audit & Supervisory Board has discussions, receives reports on the status of audits on such matters and seeks explanation as needed.

**[Executive Committee and other various meetings on management and execution of operation]**

In order to promptly deliberate and decide on important management issues and measures, the Executive Committee, which is attended by Executive Officers and General Managers, etc. as well as the Company Auditors as an observer, and other various meetings attended by Directors, Company Auditors and divisional responsible persons (Managing Officers and divisional general managers, etc.) are held weekly and as needed to report and share information on management and business execution.

Also, various meetings are held weekly and monthly to deliberate business plans etc. and to receive reporting on operation of the company, enabling the Company to appropriately plan, identify administrative issues and grasp the situation on execution of operation.

In such way, the Company is enhancing efficiency of decision making at the meetings of Board of Directors and supervision on execution of operation.

**[Corporate Governance Committee]**

Corporate Governance Committee has been established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies for the Company Group's sustainable growth and the medium- to long-term enhancement of corporate value. The Committee also verifies the results of effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

The Corporate Governance Committee is chaired by the Managing Officer in charge of corporate planning and consists of other Managing Officers and Executive General Managers who serve as vice chairpersons or members, and full-time Audit & Supervisory Board Members who serve as observers.

**[Internal Auditing]**

As an organization under the direct control of the President, staff members with expertise in various areas of the Company's operations regularly audit the Company's divisions and domestic and overseas affiliates in accordance with the audit plan.

Operational audits include on-site/online and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with law and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The operational audit results are reported to the President, the heads of related divisions, and full-time Company Auditor, as well as to the Board of Directors once every six months, at each audit along with suggestions for improvement on findings. Advice and guidance are provided until improvements are completed to solve issues at an early timing.

In addition, the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act is conducted by the Corporate Governance Committee, and the results are reported by the Corporate Governance Committee to the Board of Directors and the Board of Company Auditors.

For subsidiaries with an internal audit division, Internal Audit checks their activities, receives reports on their audit plans and results, and provides advice and guidance as necessary.

Furthermore, Audit results are shared with the accounting auditor as needed, and regular meetings are held to share information, enhance communication, and maintain close cooperation.

**[Committee on Personnel and Remuneration, etc.]**

Aimed to enhance clarity and objectivity upon electing candidates for Directors and Auditors, as well as deciding remuneration of Directors, as an optional committee the Company establishes the "Committee on Personnel and Remuneration, etc.", where Outside Directors make up a majority of the membership.

The Committee discusses issues such as election standards and adequacy of candidates for Directors and Auditors, as well as adequacy of system and level of Director's remuneration. The Board of Directors decides based on their results. Also, some matters are delegated to the committee.

Decision for election and remuneration of Senior Managing Officers are also based on results of the Committee's discussion.

The Committee meetings are held as needed and the frequency of meetings varies from year to year. The Committee has the functions of both the Nominating Committee and the Remuneration Committee.

**Committee on Personnel and Remuneration, etc. (5 committee members and 3 observers)**

Name	Attribution	Responsibility
Toshihiro Suzuki	Representative Director	Member (Chairperson)
Osamu Honda	Representative Director	Member
Osamu Kawamura	Outside Director	Member
Hideaki Domichi	Outside Director	Member
Yuriko Kato	Outside Director	Member
Norio Tanaka	Outside Company Auditor	Observer
Nobuyuki Araki	Outside Company Auditor	Observer
Norihisa Nagano	Outside Company Auditor	Observer



**[Policy on Directors' and Auditors' remuneration]**

Regarding the decision-making policy for individual remuneration of Directors (hereinafter referred to as the "Decision-making Policy"), a report on the validity of the proposed Decision-making Policy is received from the Committee on Personnel and Remuneration, etc. The Board of Directors deliberates and makes a resolution based on the report. The outline of the Decision-making Policy as of the filing of this report is as follows. Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses linked to the Company's performance of each fiscal year, and restricted stock remuneration linked to the medium- to long-term stock price to function as an incentive for continuous improvement of the Company's corporate value. The ratio is roughly 40% basic remuneration, 30% bonuses, and 30% restricted stock remuneration. Outside Directors' remuneration shall be solely basic remuneration, given their duties.

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

Bonuses are paid to Directors (excluding Outside Directors) in order to raise awareness of improvement of each fiscal year's performance and to function as an incentive for continuous improvement of the corporate value. The specific amount of remuneration for each individual is calculated by multiplying the performance indicators predetermined by the Board of Directors by a stipulated percentage and the multiplication rate by position predetermined by the Board of Directors. The performance indicator shall be consolidated operating income based on the perspective of company profitability.

Restricted stock remuneration is paid to Directors (excluding Outside Directors) in order to function as an incentive for continuous improvement of the corporate value and to further promote shared value with shareholders. Eligible Directors shall receive common stock of the Company by paying all remuneration (monetary remuneration rights) paid as contribution in kind based on the resolution of the Board of Directors. The transfer restriction period shall be until the date of retirement from the position of Director. If a Director falls under certain grounds, such as the Director retires for any reason other than that deemed as reasonable by the Board of Directors, the Company shall acquire the shares allotted for no fee.

The remuneration of Audit & Supervisory Board Members shall be limited to monthly fixed remuneration and is determined and paid based on consultations with Audit & Supervisory Board Members.

Please refer to pages 15–18 of [Corporate Governance Report](#) regarding the amount of remuneration for Directors and Audit & Supervisory Board Members in FY2020.

**[Independence of Outside Directors and Outside Company Auditors]**

As to independence from the Company with regard to the election of Outside Director/Company Auditor, the Company judges their independence under the below "Standard for Independence of Outside Directors and Outside Company Auditors of the Company" based on "independence criteria" set by Tokyo Stock Exchange, Inc. Suzuki reports all the elected Outside Directors and Outside Auditors to the Tokyo Stock Exchange as independent officers.

About the Standard for Independence of Outside Directors and Outside Company Auditors, please refer to pages 14–15 of the [Corporate Governance Report](#).

**Assessment of the effectiveness of the Board of Directors**

To further improve the effectiveness of the Board of Directors, we identified issues pertaining to the Board of Directors and undertook analysis and assessment by rotating the PDCA (Plan, Do, Check, Act) cycle as a mechanism.

A summary is as follows.

**(1)Method**

The Company carried out a survey on how the Board of Directors should be in terms of information materials for meetings, time spent for deliberations, proceedings, decision-making, oversight, etc. by sending questionnaires to Directors and Company Auditors and reported the results to the Board of Directors.

**(2)Outline of Results**

While there was an opinion that constructive discussions had been done with Directors and Company Auditors actively making statements at meetings of the Board of Directors, there were suggestions on oversight over the progress of a mid-term management plan, discussions on sustainability/ESG issues, explanation to Outside Directors and Outside Company Auditors, allocation of time for deliberations, improvement of information materials, etc.

**Support structure for Outside Directors**

Suzuki provides each Outside Director with dedicated support (Board of Directors Secretariat staff) in addition to comprehensive support at the Board of Directors Secretariat. In this way, the Company builds a system that enables timely, prompt, and accurate access to internal information necessary for actively expressing opinions and fully participating in decision-making at the Board of Directors.

## Training for executives

When a new Outside Director or a new Outside Audit & Supervisory Board Member assumes post in the Company, the Company will explain to the person the Company objectives, lines of business, finances, organizations, etc. In addition, the Company will prepare opportunities, such as interaction with Directors, Managing Officers and employees in the Company, attending various meetings related to corporate management and business execution, and joining factory inspections, to ensure that the person can deepen understanding of the Company.

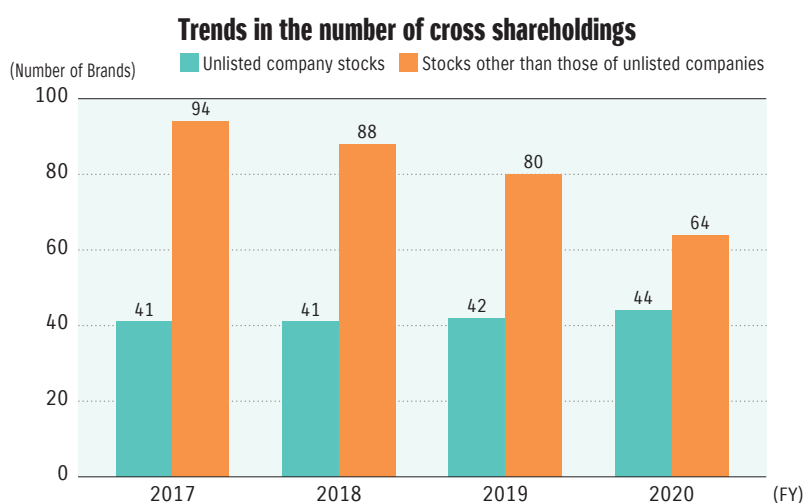
The Company also implements trainings that allow Directors and Audit & Supervisory Board Members to deepen their understanding of their respective roles, responsibilities, etc. Main training themes in recent years have been “risk management (including compliance)” and “awareness change.” In the training for which we invite outside experts and knowledgeable persons to serve as lecturers, various topics are covered in accordance with the main themes. For example, training on awareness change held in 2020 was held on the themes of “cyber security (as a management issue)” and “AI.”

We intend to make the training an opportunity in which Directors and Audit & Supervisory Board Members take part together in principle, so that they can share the information on their respective roles, responsibilities, etc.

## Situation of Cross-Shareholdings

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, etc. of holdings taking into consideration nature, scale, etc. of transactions and setting qualitative criterion including aspect of enhancement of corporate value and quantitative criterion including comparison with capital costs for judgment and once a stock is decided to be sold, then the company shall advance reduction.

The changes in the number of cross-shareholdings are as follows.



## Sustainability promotion structure

As part of an organizational restructuring in September 2021, Suzuki established a specialized organization (Sustainability Promotion Department) under the Corporate Planning Office to promote sustainability. The establishment of this department is aimed at vigorously and proactively tackling sustainability issues that include giving consideration to global environmental issues such as climate change, respecting human rights, considering employee health and working environments, ensuring fair and appropriate treatment of employees, undertaking fair and appropriate transactions with business partners, and implementing crisis management for natural disasters.

The Sustainability Promotion Department will promote cross-the-board initiatives for the above issues and supplement the structure under which the Board of Directors can more vigorously promote sustainability-based management.



# Compliance System and Risk Management System

## Compliance

### ● Basic policy

For the Suzuki Group to achieve sustainable growth and development, it must be trusted by society and its activities need to be supported and understood. For this purpose, Suzuki recognizes that it is essential to not only comply with laws and internal regulations, but also adhere to social norms and carry out activities based on high ethical standards.

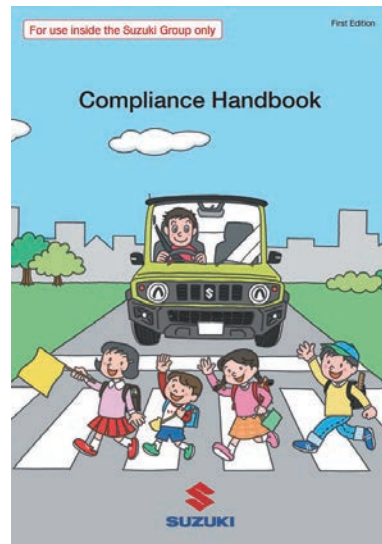
On the basis of the tradition and spirit passed down since the Company’s founding, in 1962 Suzuki established the mission statement that expresses the corporate philosophy of “what kind of company we seek to become” with the aim of sharing values throughout the Suzuki Group. (Please refer to page 10 of Sustainability Policy for details.)

In keeping with the spirit of the mission statement, in 2016 Suzuki formulated the Suzuki Group Code of Conduct (hereinafter, the Code of Conduct) as a set of rules for enabling all persons working in the Suzuki Group to dedicate themselves to their duties healthily, efficiently, and energetically. This Code of Conduct has been made into a booklet so that all Suzuki Group employees can carry it at all times. Besides a Japanese version, English and Portuguese versions have been created and distributed to non-Japanese employees working in Japan. Also, at overseas subsidiaries, booklets written in the respective local native languages are distributed to employees.

Furthermore, based on the Code of Conduct, in 2020 Suzuki created and distributed the Compliance Handbook to all employees in Japan. This handbook specifically summarizes what people working in the Suzuki Group must and must not do from the perspective of compliance. Along with a Japanese version, Suzuki also created an English and Portuguese versions of the handbook to enable employees to confirm and review their conduct at any time in their daily work.



Suzuki Group Code of Conduct booklet



Compliance Handbook

### ● Compliance system

#### Corporate governance committee

A corporate governance committee, chaired by the Director or Managing Officer in charge of corporate planning, is established under the Board of Directors. The Corporate Governance Committee shall deploy measures for advancing in thorough compliance and promote efforts to address cross-sectional challenges in coordination with the relevant sections.

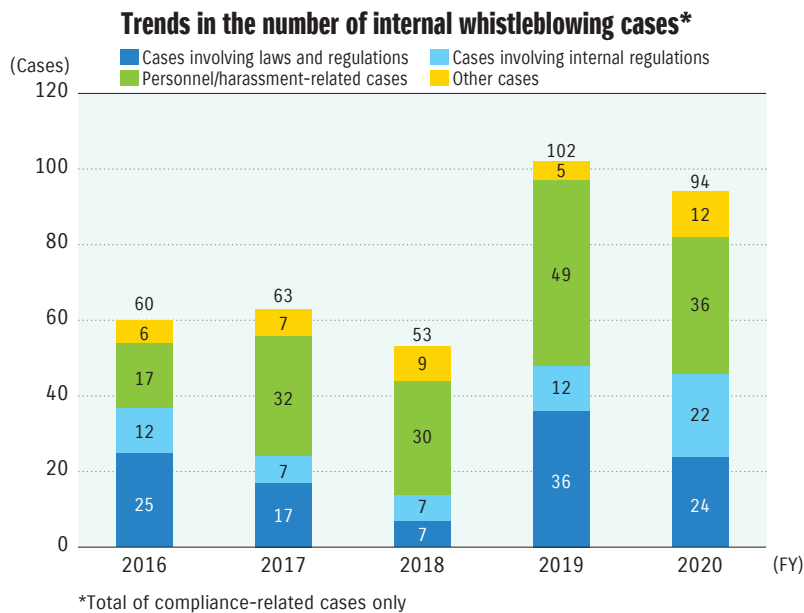
The Committee engages in enhancement of compliance awareness by employees and urges caution for individual legal compliance throughout the Company. Furthermore, if compliance issues arise, the Committee conducts deliberation for each issue, formulates required measures, and reports the details to the Directors and the Audit & Supervisory Board Member as appropriate.

**Whistleblowing system (Suzuki Group Risk Management Hotline)**

With the aim of preventing and promptly addressing non-compliance matters, Suzuki has established an internal reporting system (Suzuki Group Risk Management Hotline) that enables violations of laws and regulations or possible violations to be reported without consequentially being subject to disadvantageous treatment. All Suzuki Group executives and employees (including temporary employees, fixed-term contract employees, and retired employees), whether in Japan or overseas, can report to the hotlines (two internal hotlines and one external hotline (law firm)). Suzuki also accepts reports from external parties such as business partners.

Education, training, and urging posters at all worksites are some methods being used to ensure awareness of the “Suzuki Group Risk Management Hotline” in an effort to discover compliance issues early and to respond appropriately.

The number of whistle-blowers since FY2016, when the whistle-blowing system was introduced, is as follows.



**● Ongoing status accompanying effective measures to prevent recurrence of improper sampling inspection of fuel consumption and exhaust gas in 2016 and improper conducts in final vehicle inspection in 2018**

Concerning the improper conduct regarding final vehicle inspection in 2018, Suzuki worked on recurrence prevention measures for a total of 120 items, including management commitment, company-wide awareness reforms, and improvements in organizational culture. In June 2020, we reported to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) that we completed the implementation of all these items.

Among these items, for final vehicle inspection, Suzuki has made efforts that include increasing the number of inspectors, repairing inspection equipment, establishing various types of regulations, implementing thorough education for inspectors, and improving on-site communication. Suzuki will continue to aim for easier inspections and proceed with the establishment of new inspection lines that further tighten inspections at all automobile and motorcycle plants. Through such improvement activities, Suzuki is striving to firmly establish a strong framework and awareness that ensure problems never occur during inspections.

As a company-wide compliance initiative, we will raise awareness of compliance by utilizing the Compliance Handbook distributed to all employees, hold “Remember 5.18” activities so that we never forget the improper sampling inspection of fuel consumption and exhaust gas in 2016 as well as the improper conduct regarding final vehicle inspection in 2018. We will also further enhance and utilize the Quality Education Room, which features panel displays for both issues. Concurrently, we are also focusing on improving internal communications and striving to prevent such inappropriate actions from occurring again.

Suzuki made voluntary reports to the MLIT in October 2020 and June 2021. While receiving various advice, we are continuously working to address new problems that have emerged through communication as we operate an organization.



Entry/exit control using automated gates



Inspection records through biometric authentication



Quality Education Room

## Risk Management

### ● Risk management system

The Company has established a system in which issues occurring or recognized in any department are deliberated on promptly by the Executive Committee or the Corporate Governance Committee, depending on their urgency and severity. The Company checks concerns of the impact and measures from each divisions every week at the Executive Committee in order to quickly grasp the impact of issues related to product quality, certifications, final vehicle inspections, as well as COVID-19, and issues of shortages of parts or raw materials on the business and make necessary management decisions.

### ● Response to quality issues

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

### ● Response to COVID-19

Centered around the COVID-19 Response Headquarters established in March 2020, the Company is thoroughly implementing infection prevention measures for Suzuki Group employees by frequently exchanging updated information with all domestic and overseas bases while promoting remote work, staggering office hours, ensuring social distancing in workplaces and cafeterias, and establishing and spreading awareness for standards of conduct. In addition, the Company is working to reduce the risk of infection for its customers by adopting customer service and sales methods in which representatives do not directly interact with customers in on-site sales.

### ● Protecting personal information

We fully recognize that personal information (information regarding our customers, business partners, shareholders, investors, 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 establish the “Basic policy on protection of personal information” and work hard for protection of personal information. Details on the handling of personal information are released on our public website: <https://www.globalsuzuki.com/cookies/index.html>

We establish the in-house rules and revise them as required according to revision of related laws etc. in order to handle personal information appropriately. To familiarize our employees with these rules, Suzuki provides education through employee seminars or enlightenment from the internal homepage so that all employees thoroughly become aware of protection and appropriate handling of personal information. In addition, the “Basic policy on protection of personal information” is followed also at Suzuki Group companies to thoroughly ensure protection of personal information. We will continuously review and improve the personal information protection system.

### ● Initiatives for information security

To properly manage personal and confidential information, based on the Suzuki Basic Policy for Information Security, an information security officers’ committee was established under the Corporate Governance Committee to deal with information security in general including product security, and the Company is promoting the Suzuki Group’s information security measures.

#### Suzuki’s information security basic policy (Excerpt)

- 1) Legal compliance
- 2) Initiatives for information security and product security
- 3) Building of information security management system
- 4) Establishment of internal regulations
- 5) Establishment of audit system
- 6) Implementation of information security measures
- 7) Implementation of education
- 8) Management of outsourced contractors
- 9) Implementation of continuous improvements



**● Efforts for preventing bribery**

Suzuki makes efforts to prevent bribery. The Suzuki Group Code of Conduct explicitly prohibits the bribery to public officials while the Compliance Handbook cites examples of specific prohibited acts (e.g., making facilitation payments, providing entertainment for public officials who have an influence on corporate activities).

Additionally, to build and maintain fair and proper relationships with all our business partners, Suzuki has prescribed rules regarding entertainment received from our business partners and strives to instill these rules in all executives and employees through the Corporate Governance Committee.

**● Efforts for preventing anti-competitive behavior**

Within the Suzuki Group Code of Conduct, Suzuki calls for compliance with competition laws and regulations and provides thoroughgoing education in this area.

Moreover, Suzuki is working to raise the level of understanding among employees such as by citing specific prohibited behavior in an easily comprehensible manner in the Compliance Handbook

**● Efforts for compliance with laws and regulations, respect for human rights and environmental conservation in the supply chain**

In step with the global development of Suzuki's business activities, its business partners and other stakeholders are increasingly multi-nationalized and diversified. As such, there are rising expectations for Suzuki to not only comply with the laws and social norms of each country but also fulfill its corporate social responsibilities (CSR) while giving consideration to the culture and history of each region. Based on such social demands, Suzuki summarized in its CSR Guidelines for Suppliers its basic policy on the social responsibilities it must fulfill and the matters it must put into practice together with its business partners. Accordingly, Suzuki and its suppliers work as one team in promoting CSR activities. (For details, please refer to "With Our Business Partners" on page 79.)

**● Business continuity plan (BCP)**

As part of measures to prepare for natural disasters, the Company has formulated the BCP assuming the occurrence of the potential Nankai Trough Earthquake, and based on this, the Company has secured the necessary cash on hand and lines of credit.

## Disaster measures by Suzuki

Suzuki takes various measures for natural disasters including Great Earthquake along the Nankai Trough to minimize influence of damages, giving top priority to “protecting employees’ lives” and “quickly recovering our business for our customers”. For example, we have taken various preventive measures such as earthquake-resistant measures for buildings and facilities, fire prevention measures, establishment of the disaster action manual and Business Continuity Plan (BCP) that include establishment of the disaster response organization, and purchases of earthquake insurances.

### Disaster prevention

While the Group has been taking various measures to prevent anticipated damage caused by Great Earthquake along the Nankai Trough, after experiencing the Great East Japan Earthquake, it has diversified production and research sites including overseas. Firstly, it is relocating plants and facilities to Miyakoda district in northern part of Hamamatsu from Ryuyo region in Iwata, Shizuoka, since massive tsunami damages are anticipated in the region. The Group decided to found the test course of the motorcycle in the Aoya district of Tenryu-ku, Hamamatsu. Also, the Group has diversified its production of engine for minivehicle, which was concentrated to Sagara Plant, to Kosai Plant to mitigate risk. Further, the Group is expanding its research facilities in India in order to mitigate risk concerning product development facility for automobile in Sagara Proving Grounds. In order to enhance performance of Disaster Prevention Headquarters, which is to be established upon disaster, the headquarters periodically conduct trainings with officers and each representative of the Disaster Prevention Headquarters attending in cooperation with consulting company specialized in disaster prevention. Through these initiatives, the Group will continue to enhance its preparedness against natural disasters.

### Measures against earthquakes and tsunami taken by Suzuki for local residents

A part of Suzuki’s facilities is registered as a tsunami shelter for local residents, and they are invited to see the facilities registered as shelter once a year. Also, we have a system for an earthquake to deploy watchmen on the roof of the headquarters, look out for the occurrence of tsunami, and sound a siren to notify residents when a tsunami is found. Manual and electric sirens are installed on the roof of the headquarters. The electric siren is designed to be operated with the dedicated electricity generator in case of a power failure.



Tsunami evacuation building tour by local community association; photo taken in 2019

### Measures against earthquakes and tsunami taken by Suzuki for employees

Aimed to protect the lives of our employees, Earthquake Early Warning Systems are installed at the headquarters, each plant, and manufacturing companies. Earthquake and tsunami evacuation drills are repetitively conducted with all employees participating, so that when the Earthquake Early Warning System goes off, the employees are able to secure their safety, and at offices with risk of tsunami, safely evacuate to places where damage from flooding is not anticipated. We have a system to confirm safety of employees immediately when a disaster occurs via communication equipment such as satellite telephones and radios, which are installed at each plant and sales distributors all over Japan as an emergency communication tool, and we conduct a communication drill every month to be ready for an emergency.



In addition, since 2012, first aid trainings are conducted in all offices by retired fire fighters, and repetitive trainings are continuously carried out so that upon large-scale disasters, our employees are able to arrest bleeding, treat injuries, convey in stretchers, and perform CPR using AEDs on their own. In the 8 years from 2012, a total of 5,084 employees participated in this training (as of the end of March 2021). Furthermore, in order to confirm safety of off-duty employees, we introduced the “safety information system” in case an earthquake or tsunami occurs. In order to confirm safety of employees and their family, this system automatically sends “safety inquiry e-mails” to e-mail addresses that each employee has registered and those who receive the e-mail send a reply about their own safety situation, and managers are able to confirm the situation.

## Measures against fire disasters

At the headquarters and each plant, regardless of how small the size of the fire, we conduct an initiative to find out the real cause of fire and thoroughly carry out effective measures. All cases of fire are shared throughout the Suzuki Group in an effort to cross-functionally take measures in preventing familiar disasters. A fire drill using fire extinguishers and fire hydrant is conducted at plants so that everyone in a worksite can perform first-aid firefighting to minimize damage caused by fire.

Also, water discharge drills by fire engine or by small transportable pump are performed for promoting individual disaster prevention activities by the "private fire brigade", a fire prevention organization consisting of employees. Above all, the premises of headquarters, Kosai Plant, Iwata Plant, and Osuka Plant, are certified as cooperative business entities for local fire brigades by the city of Hamamatsu, Kosai, and Iwata, respectively, for their contribution to reinforcement of local fire-fighting and disaster-prevention system etc.



## Contribution to construction of storm surge barrier in the coastal zone of Hamamatsu

Suzuki contributed 500 million yen by the end of September 2014 to "Hamamatsu Tsunami Protection Measure Fund" that Hamamatsu city has founded for constructing the storm surge barrier as a countermeasure for tsunami caused by an earthquake. In addition, a total of 500 million yen was contributed to "Hamamatsu Sports Facility Align Fund" by FY2014 to cooperate with construction of a sports facility which has both tsunami evacuation base and urgent relief heliport functions in case of a disaster. As a result, the total amount of cooperation for the funds was 1 billion yen.

The company also contributed 340 million yen in total to neighboring eight cities and towns for disaster measures such as earthquakes and tsunami by the end of March 2019, contributed 2.8 billion yen to Iwata City in August 2020 to promote the construction of the storm surge barrier.

# Data

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## Environmental Data

### Environmental management

#### Environmental impact and initiatives in business activities

##### <Domestic offices of Suzuki Motor Corporation>

###### ● INPUT

	FY2018	FY2019	FY2020
Electricity (unit: 1 million kwh)	508.7	492.4	474.9
Fossil fuel (unit: 10,000 GJ)	177.2	180.4	171.9

###### ● OUTPUT

	FY2018	FY2019	FY2020
CO <sub>2</sub> emission amount (unit: 1,000 t-CO <sub>2</sub> )	340.7	324.7	298.5

##### <Domestic manufacturing plants of Suzuki Motor Corporation>

###### ● INPUT

	FY2018	FY2019	FY2020	
Electricity, fossil fuel	Purchased power (unit: 1 million kwh)	417.4	401	384
	Wind power (Kosai Plant) (unit: 1 million kwh)	1.51	1.76	1.65
	Small-scale water power (unit: 1 million kwh)	0.034	0	0
	LPG (unit: 1,000 t)	18.2	17.3	14.5
	City gas (unit: 1 million m3)	16.7	18.6	23.2
	Kerosene (unit: 1,000 KL)	0.246	0.309	0.140
	Fuel oil A (unit: 1,000 KL)	0.09	0	0
	Light oil (unit: KL)	7.0	6.4	8.3
Water	Gasoline (unit: KL)	108.0	115.0	119.0
	Industrial waterworks (unit: 1 million m3)	1.96	2.12	2.24
	Waterworks (unit: 1,000 m3)	55.0	45.3	41.1
Raw material	Well water (unit: 1 million m3)	1.24	1.03	1.03
	Iron (unit: 1,000 t)	606.9	563.9	537.5
	Aluminum (unit: 1,000 t)	54.5	49.4	44.5
	Resin (unit: 1,000 t)	38.8	36.8	35.2
	Copper (unit: 1,000 t)	9.5	9.0	8.9
PRTR substance (unit: 1,000 t)	6.8	6.6	6.4	
PRTR substance (unit: 1,000 t)	4,310	3,692	3,125	

###### ● OUTPUT

	FY2018	FY2019	FY2020	
Release to atmospheric air	CO <sub>2</sub> (unit: 1,000 t-CO <sub>2</sub> )	275	263	239
	SOx (unit: t) 15 8 5	8	5	3
	NOx (unit: t) 102 75 76	75	76	65
	PRTR substance (unit: t)	1,384	1,277	1,134
	VOC emissions (unit: t)	3,615	3,404	3,351
	Ozone-depleting substance (CFC-11 substance) (unit: t)	0.001	0.0002	0.002
Displacement	Displacement to rivers, lakes and reservoir (unit: 10,000 m3)	440	424	410
	Displacement to sewers (unit: 10,000 m3)	7.1	9.8	7.9
	PRTR substance (unit: t)	3.3	1.2	1.5
Treatment	Recycling amount (unit: 1,000 t)	115	104	113
	Of which PRTR substance (unit: t)	17.0	13.8	11.1
	Landfill waste amount (unit: t)	0.46	0.17	0

[Area subject to totalization] Takatsuka, Iwata, Kosai, Toyokawa, Osuka, Sagara, Hamamatsu, and die Plants (PRTR substance includes output at the headquarters, Motorcycle Technical Center, and Marine Technical Center)

##### <Transportation>

###### ● INPUT

	FY2018	FY2019	FY2020
Fuel (light oil, etc.) (unit: 10,000 GJ)	59.3	56.0	54.6

###### ● OUTPUT

	FY2018	FY2019	FY2020
CO <sub>2</sub> (unit: 1,000 t-CO <sub>2</sub> )	40.8	38.5	37.6



## &lt;Sales and registration&gt;

## ● Number of sold/registered vehicles in Japan

		FY2018	FY2019	FY2020
Automobile	Automobile sales (unit: 1,000 units)	725	672	647
	Hybrid vehicle sales (unit: 1,000 units)	382	348	338
	Ratio of hybrid vehicle sales (unit: %)	52.7	51.7	52.3

## &lt;Recycle&gt;

## ● Collection of ELVs (automobiles)

		FY2018	FY2019	FY2020
ASR	Total weight of collection (unit: 1,000 t)	58.1	60.4	57.1
	Collected vehicles (unit: 1,000 units)	438.4	450.7	418.5
	Weight of recycled materials (unit: 1,000 t)	55.3	57.1	53.9
	Recycling rate (unit: %)	97.7	96.7	96.4
Airbags	Total weight of collection (unit: 1,000 t)	105.9	127.2	146.6
	Collected vehicles (unit: 1,000 units)	326.0	353.6	347.1
	Weight of recycled materials (unit: 1,000 t)	99.7	120.2	139.1
	Recycling rate (unit: %)	94.2	94.5	94.9
CFCs	Weight of collection (unit: t)	92.1	89.5	80.4
	Collected vehicles (unit: 1,000 units)	402.3	403.9	384.1
	Recycling rate (unit: %)*2	99.6	99.4	99.3
Recycling rate (unit: %)*2		97.9	97.8	98.0

\*2 Recycling rate is calculated an weight basis.

## ● Collection of ELVs (motorcycles)

		FY2018	FY2019	FY2020
Recycling rate (unit: %)*2		97.9	97.8	98.0

\*2 Recycling rate is calculated an weight basis.

## Environmental accounting

## Cost of environmental conservation

(Unit: ¥100 million)

Classification	Description		Trends			FY2020		
			FY2017	FY2018	FY2019	Investment	Cost	Total
Business area costs	Pollution prevention	Measures for pollution, etc. including prevention of air pollution and water contamination	4.3	11.3	5.5	4.9	4.5	9.4
	Environmental conservation	Prevention of global warming, protection of ozone layer, etc.	4.4	6.1	4.9	0.4	4.6	5.0
	Recycling of resources	Effective utilization of resources, reduction in weight and volume, recycling, proper treatment, etc. of wastes	-0.2	9.6	3.9	1.5	17.2	18.7
	Total		8.4	26.9	14.2	6.8	26.3	33.1
Upstream/downstream costs	Collection, recycling, proper treatment, etc. of ELVs and packaging materials		0.2	0.2	0.2	0.0	0.2	0.2
Managerial costs	Employee education, environmental ISO, etc.		4.7	5.6	5.8	0.0	6.7	6.7
Research and development costs	Research and development of products and reduction of their environmental load, research and development to suppress environmental load during production, logistics, and sales stages		529.7	556.4	501.8	62.0	468.6	530.7
Social activities costs	Nature conservation and greening activities, local exchange, donations, information disclosures, etc.		0.9	0.9	1.0	0.0	0.8	0.8
Environmental damage costs	Soil and nature restoration, etc.		2.5	0.7	0.4	0.0	0.4	0.4
Total			546.3	590.7	523.4	68.8	503.0	571.8

## Effectiveness of environmental conservation

(Unit: ¥100 million)

Item		FY2016	FY2017	FY2018	FY2019	FY2020
Economical effect	Energy cost reduction	3.8	3.6	3.6	1.5	2.3
	Waste management cost reduction	0.1	0.3	0.2	0.3	0.1
	Resource saving (including recycle and valuable resource disposal)	26.5	23.6	28.8	24.8	27.37
	Total	30.4	27.4	32.6	26.6	29.77

## Design, development, and procurement

## &lt;Automobiles&gt; Sales units of models equipped with hybrid system

(unit: 1,000 units)

	FY2018 (Units)			FY2019 (Units)			FY2020 (Units)		
		Of which HEV*1	HEV ratio		Of which HEV*1	HEV ratio		Of which HEV*1	HEV ratio
Japan	725	382	52.7%	672	348	51.7%	647	338	52.3%
India	1,754	127	7.2%	1,436	99	6.9%	1,323	118	8.9%
Europe	278	27	9.7%	262	41	15.8%	206	154	74.9%
Others	570	2	0.4%	482	1	0.2%	395	5	1.3%
Total	3,327	539	16.2%	2,852	489	17.1%	2,571	615	23.9%

\*1 Hybrids include Mild Hybrid, S-Ene Charge, and SHVS. Part of hybrid units in Others include units exported from Japan and India.

## GHG emissions occurred in the entire value chain

## Scope 1, 2, and 3

(Unit: 10,000 t-CO<sub>2</sub>)

	FY2018	FY2019	FY2020
Whole value chain (Total of Scope 1, 2, and 3)	8,765	7,177	5,660
Direct emissions from corporate activities (Scope 1) *2	62	53	38
Indirect emissions from energies (Scope 2) *2	56	62	66
Emissions from corporate activities (Scope 1 and 2)	118	115	104
Emission from use of products by users (Scope 3: Category 11)	7,573	6,109	4,593
Other emission (Other than Scope 3: Category 11)	1,074	953	963
Other indirect emissions (Total of Scope 3)	8,647	7,062	5,556

[Area subject to totalization] Suzuki Motor Corporation and 67 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries

\*2 CO<sub>2</sub> conversion coefficient: As for electric power, the value released by each power company was used for Japan and conversion coefficient of IEA (Emissions factors 2019 edition) was used for overseas. The conversion coefficient of IPCC2006 (2006 IPCC Guidelines for National Greenhouse Gas Inventories) was used for other than electric power and city gas, and the value released by suppliers was used for city gas.

Part of past data were amended (revision of electric conversion coefficient of Scope 2, exclusion of Scope 3: Category 15, etc.).

## Energy consumption amount of Suzuki Group

(Unit: GWh)

	FY2018	FY2019	FY2020
Global total	4,114	3,734	3,044
Domestic	1,467	1,451	1,382
Overseas	2,648	2,283	1,662

[Area subject to totalization] Suzuki Motor Corporation and 67 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries (includes consumption of renewable energies generated in-house)

Revised historical data (excluding consumption of in-house power generated using fuel at the site)

<Automobiles> Trends in reduction of global average CO<sub>2</sub> emission amount of new models\*3

(Unit: %)

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Global average CO <sub>2</sub> emission amount of new models (compared to FY2005)	72% (28% reduction) in FY2020	75	74	74	75	75

\*3 · Global average fuel efficiency is based on values in Japan, India, and 30 European countries.

· Calculated based on CO<sub>2</sub> emission amount (fuel efficiency) that were measured under specified method of each country.

<Automobiles> Trends in average CO<sub>2</sub> emission amount (average fuel efficiency for Japan) of major markets

	FY2016	FY2017	FY2018	FY2019	FY2020
Average fuel efficiency in Japan (passenger car)*4 (unit: km/L)	27.4	27.1	25.9	25.6	24.5
Average CO <sub>2</sub> emissions amount in Europe (passenger car) (unit: g/km)	118.6	114.9	113.9	120.7	100.2
Average CO <sub>2</sub> emissions amount in India (passenger car) (unit: g/km)	111.1	109.9	108.7	111.2	112.9

\*4 Includes values converted from 10.15 mode or WLTC mode to JC08 mode

<Motorcycles> Trends in reduction of global average CO<sub>2</sub> emission amount of new models

(Unit: %)

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Global average CO <sub>2</sub> emission amount of new models (compared to FY2005)	80% (20% reduction) in FY2020	85	83	79	79	81

**<Outboard motors> Trends in reduction of global average CO<sub>2</sub> emission amount**

(Unit: %)

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Global average CO <sub>2</sub> emission amount of new models (compared to FY2005)	90% (10% reduction) in FY2020	92	92	88	88	88

**Efforts in production and offices****CO<sub>2</sub> emission performance at global manufacturing bases**(Unit: 1,000 t-CO<sub>2</sub>)

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Suzuki	/	276	292	275	263	239
Domestic manufacturing subsidiaries		103	108	106	98	85
Overseas manufacturing subsidiaries		567	626	660	648	596
Total		946	1,026	1,041	1,009	920
Base unit (unit: t-CO <sub>2</sub> /unit)	0.273 in FY2020	0.296	0.285	0.269	0.289	0.273

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

**Total CO<sub>2</sub> reduction amount by activities conducted globally**(Unit: t-CO<sub>2</sub>)

		FY2016	FY2017	FY2018	FY2019	FY2020
Japan	Conversion of fuel	0	0	0	264	0
	Consolidating and downsizing facilities	615	1,816	1,782	1,849	96
	Employing inverters and higher efficiency equipment	1,159	1,602	1,790	2,791	444
	Performing proper facility operations and optimizing operating conditions	4,099	3,812	4,510	437	2,235
	Stopping power supply when line stops, light-out when unnecessary, etc.	3,381	2,932	3,147	1,382	3,691
	Total	9,254	10,162	11,229	6,273	6,466
Overseas	Conversion of fuel	0	0	0	0	0
	Consolidating and downsizing facilities	9,901	1,073	503	1,389	560
	Employing inverters and higher efficiency equipment	6,101	3,267	3,455	2,157	753
	Performing proper facility operations and optimizing operating conditions	15,341	13,520	6,471	7,097	7,194
	Stopping power supply when line stops, light-out when unnecessary, etc.	3,110	1,367	4,474	4,823	258
	Total	34,454	19,227	14,902	15,466	8,766

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)) and 14 overseas manufacturing subsidiaries

**CO<sub>2</sub> reduced by renewable energies**(Unit: t-CO<sub>2</sub>)

	FY2016	FY2017	FY2018	FY2019	FY2020
Small-scale water power Kosai Plant	1	19	16	0	0
Wind power Kosai Plant and training center	855	699	723	840	786
Solar energy Maruti Suzuki, Pak Suzuki, etc.	701	1,355	1,767	3,036	8,227
Solar energy Makinohara, Hamamatsu Plant, and Maisaka	17,663	20,869	19,716	19,517	19,855
Total	19,220	22,942	22,222	23,393	28,868

**Total global waste discharge amount**

(Unit: 1,000 t)

	FY2016	FY2017	FY2018	FY2019	FY2020
Suzuki	93	114	115	104	113
Domestic manufacturing subsidiaries	18	24	21	20	16
India	186	213	228	209	185
Indonesia	10	12	12	12	8
Thailand	8	9	8	5	3
Total	315	372	384	350	325

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, and Thailand)

**Global landfill amount**

(Unit: t)

	FY2016	FY2017	FY2018	FY2019	FY2020
Suzuki	0.57	0.74	0.46	0.17	0
Domestic manufacturing subsidiaries	266	303	387	217	0
India	0	187	420	370	260
Thailand	61	66	66	10	9
Total	328	557	873	597	269

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (India and Thailand)

## Amount of water used globally

	FY2016	FY2017	FY2018	FY2019	FY2020
Suzuki (unit: 10,000 m <sup>3</sup> )	319	332	326	320	332
Domestic manufacturing subsidiaries (unit: 10,000 m <sup>3</sup> )	104	102	83	86	81
Total (unit: 10,000 m <sup>3</sup> )	423	434	409	406	413
Amount per domestic automobile production unit (unit: m <sup>3</sup> /unit)	4.72	4.28	3.92	4.13	4.41
Overseas manufacturing subsidiaries (unit: 10,000 m <sup>3</sup> )	395	438	454	457	402

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

## Amount of wastewater

	FY2016	FY2017	FY2018	FY2019	FY2020
Suzuki (unit: 1,000 m <sup>3</sup> )	5,383	5,482	5,175	4,333	4,177
Domestic manufacturing subsidiaries (unit: 1,000 m <sup>3</sup> )	1,055	1,013	820	873	812
Overseas manufacturing subsidiaries (unit: 1,000 m <sup>3</sup> )	1,145	1,237	1,319	1,600	1,427
Total (unit: 1,000 m <sup>3</sup> )	7,582	7,731	7,314	6,806	6,417
Amount per domestic automobile production unit (unit: m <sup>3</sup> /unit)	2.6	2.4	2.2	2.3	2.5

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

## Amount of PRTR materials that are handled, emitted, and transported

(Unit: t)

	FY2016	FY2017	FY2018	FY2019	FY2020
Amount handled	3,710	3,913	4,310	3,692	3,125
Amount emitted/transported	1,023	1,087	1,414	1,295	1,147

[Area subject to totalization] Headquarters, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), Motorcycle Technical Center, and Marine Technical Center

## SOx/NOx exhaust amount

(Unit: t)

	FY2016	FY2017	FY2018	FY2019	FY2020
SOx exhaust amount*1	15	15	8	5	3
NOx exhaust amount	100	102	75	76	65

\*1 SOx emission amount is calculated according to fuel consumption from January to December.

[Area subject to totalization] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant

## VOC emission amount in painting process

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Total VOC emission amount (unit: t)		3,164	3,625	3,615	3,404	3,351
VOC base unit emission amount (unit: g/m <sup>2</sup> )	45.3**2	44.3	45.0	43.5	43.1	43.1

\*2 40% reduction compared to FY2000

[Area subject to totalization] Domestic plants with each painting process of automobile body, motorcycle, and bumpers (Iwata Plant, Kosai Plant, Toyokawa Plant (until July 2018), Hamamatsu Plant, and Sagara Plant)

## Transportation

CO<sub>2</sub> emissions from domestic transportation

	FY2016	FY2017	FY2018	FY2019	FY2020
CO <sub>2</sub> emission (unit: 1,000 t)	39	40	41	39	38
CO <sub>2</sub> emission per sale (unit: t-CO <sub>2</sub> /million yen)	0.023	0.0214	0.021	0.0215	0.022

## Reduction rate in use of containers and packaging (incl. corrugated cardboard)

(Unit: %)

	Target	FY2016	FY2017	FY2018	FY2019	FY2020
Reduction rate in use of containers and packaging per component sales (compared to FY2005)	15 or higher	29.7	43	50.7	41.2	46.3

## Efforts by sales distributors

## &lt;Automobiles&gt; ASR recovery rate and vehicle recycling rate

(Unit: %)

	Standard*3	FY2016	FY2017	FY2018	FY2019	FY2020
ASR recovery rate 70 or higher	70 or higher	97.7	98.1	97.7	96.7	96.4
Vehicle recycling rate (figure converted into percentage of vehicle)		99.5	99.6	99.6	99.4	99.3

\*3 Legal standard for FY2015 or later

## &lt;Motorcycles&gt; Recycling rate

(Unit: %)

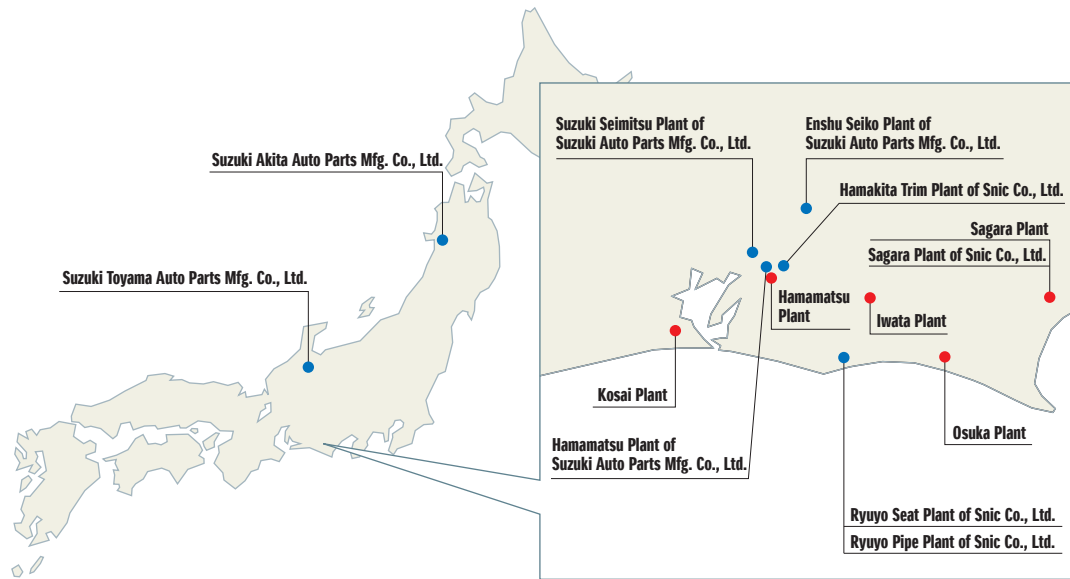
	Target*4	FY2016	FY2017	FY2018	FY2019	FY2020
Recycling rate (percentage of recovery)	95 or higher	98.0	98.0	97.9	97.8	98.0

\*4 FY2015 target

**Water, air, PRTR, etc. data of Suzuki domestic plants and domestic manufacturing subsidiaries**

"To be an environmentally-friendly company, Suzuki domestic plants and domestic manufacturing subsidiaries are actively participating in environmental preservation activities. This section shows our environment related data in FY2020."

**Suzuki domestic plants and domestic manufacturing subsidiaries**



**<Environmental data>**

Suzuki domestic plants and domestic manufacturing subsidiaries follow laws, regulations and agreements for environmental control, and is promoting the reduction of environmental impact, based on the strictest regulation values. The in-house standard values are set to 70% of the strictest regulation values to proactively reduce the environmental load, as well as to prevent environmental incidents.

[How to see the environmental data chart]

- Among Water Pollution Control Law, Air Pollution Control Law, ordinances by local government and agreements on environmental pollution control, the strictest values are adopted as regulation values.
- Names and units of each item are as per below.

**<Water quality>**

Item	Name	Unit
pH	Hydrogen-ion concentration	none
BOD	Biochemical oxygen demand	mg/L
COD	Chemical oxygen demand	mg/L
SS	Suspended solids	mg/L
-	Oil content	mg/L
-	Lead	mg/L
-	Chrome	mg/L
-	Total nitrogen	mg/L
-	Total phosphorous	mg/L
-	Zinc	mg/L
-	Iron	mg/L

**<Air pollution>**

Item	Name	Unit
NOx	Nitrogen oxide	ppm
SOx	Sulfur oxide	K value
-	Particulate	g/Nm <sup>3</sup>
-	Chlorine	mg/Nm <sup>3</sup>
-	Hydrogen chloride	mg/Nm <sup>3</sup>
-	Flourine and hydrogen flouride	mg/Nm <sup>3</sup>
-	Dioxins	ng-TEQ/Nm <sup>3</sup>
CO	Carbon monoxide	ppm
VOC	Volatile organic compounds	ppmC

**<PRTR>**

Item	Name	Unit
PRTR target substances	PRTR Law (Specified) Class I Designated Chemical Substance	kg/year



Suzuki's domestic plants

Kosai Plant



[Operations] Final assembling of mini and compact passenger cars and assembling of automobile engines, outboard motors, etc.  
 [Plant site area] 1,190,000m<sup>2</sup>  
 [Building area] 473,000m<sup>2</sup>  
 [Number of employees] 2,321  
 [Location] 4520 Shirasuka, Kosai, Shizuoka

<Environmental data>

<Major water source and drain outlet>

Water source: Toyo River 1,458,699m<sup>3</sup>, Ground water 257,795m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Kasago River 2,972,133m<sup>3</sup>

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~7.9	7.7
BOD	15	0.6~5.2	1.9
COD	30	3.2~14	6.6
SS	15	0.3~6.1	1.3
Oil content	2	0.0~0.3	0.13
Lead	0.1	Under 0.005~Under0.01	Under 0.006

Item	Regulation values	Results	Averages
Chrome	0.4	-	-
Total nitrogen	12	1.0~5.6	2.1
Total phosphorous	2	0.04~0.54	0.23
Zinc	1	0.08~0.23	0.17
Iron	10	under 0.1~under 1.0	Under 0.4

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Small once-through boiler	150	7~27	19
	Small once-through boiler	150	18~32	24
	Once-through boiler	150	25~72	55
	Water cooling and heating machine	150	48~62	55
	Water cooling and heating machine	150	23~39	31
	Incinerator	200	77~90	85
	Electrodeposition drying furnace	230	46~92	69
	Electrodeposition drying furnace	230	25~33	29
	Final coating drying furnace	230	33~58	46
	Second coating drying furnace	230	19~35	27
	Second coating drying furnace	230	20~21	21
	Final coating drying furnace	230	16~18	17
	Second/final coating drying furnace	230	11~18	15
	Electrodeposition drying furnace	230	45~118	82
	Gas engine generator	600	212~270	241
SOx(K value)	Incinerator	7	0.37~0.54	0.48
Particulates	Small once-through boiler	0.1	Under 0.005~Under 0.006	Under 0.005
	Small once-through boiler	0.1	Under 0.005~Under 0.006	Under 0.005
	Once-through boiler	0.1	Under 0.005~Under 0.01	Under 0.007
	Water cooling and heating machine	0.1	Under 0.005~Under 0.006	Under 0.006
	Water cooling and heating machine	0.1	under 0.006	Under 0.006
	Incinerator	0.15	Under 0.007~Under 0.008	Under 0.008
	Electrodeposition drying furnace	0.2	Under 0.008	Under 0.008
	Electrodeposition drying furnace	0.2	Under 0.005~Under 0.01	Under 0.008
	Final coating drying furnace	0.2	Under 0.009~Under 0.01	Under 0.01
	Second coating drying furnace	0.2	Under 0.008~Under 0.009	Under 0.009
	Second coating drying furnace	0.2	Under 0.005	Under 0.005
	Final coating drying furnace	0.2	Under 0.005	Under 0.005
	Second/final coating drying furnace	0.2	Under 0.009~Under 0.01	Under 0.01
	Electrodeposition drying furnace	0.2	Under 0.005	Under 0.005
	Gas engine generator	0.05	Under 0.012	Under 0.012

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Aluminum melting furnace (low pressure casting ①)	3	0.5~0.7	0.6
	Aluminum melting furnace (low pressure casting ②)	3	0.5~0.8	0.7
	Aluminum melting furnace (die cast ①)	3	0.4~0.5	0.5
	Aluminum melting furnace (die cast ②)	3	0.3~0.6	0.5
	Aluminum melting furnace (die cast ③)	3	0.3~0.8	0.5
Chlorine	Aluminum melting furnace (low pressure casting ①)	30	Under 1	Under 1
	Aluminum melting furnace (low pressure casting ②)	30	Under 1	Under 1
	Aluminum melting furnace (die cast ①)	30	Under 1	Under 1
	Aluminum melting furnace (die cast ②)	30	Under 1	Under 1
	Aluminum melting furnace (die cast ③)	30	Under 1	Under 1
Hydrogen Chloride	Aluminum melting furnace (low pressure casting ①)	80	Unser 5	Unser 5
	Aluminum melting furnace (low pressure casting ②)	80	Unser 5	Unser 5
	Aluminum melting furnace (die cast ①)	80	Unser 5	Unser 5
	Aluminum melting furnace (die cast ②)	80	Unser 5	Unser 5
	Aluminum melting furnace (die cast ③)	80	Under 5~91	37
Incinerator	150	Under 8~12	9	
Dioxins	Aluminum melting furnace (low pressure casting ①)	1	0.00014~0.0026	0.0014
	Aluminum melting furnace (low pressure casting ②)	1	0.00074~0.0046	0.002
	Aluminum melting furnace (die cast ①)	1	0.0000082~0.0004	0.0002
	Aluminum melting furnace (die cast ②)	1	0.000025~0.0001	0.000063
	Aluminum melting furnace (die cast ③)	1	0.000033~0.00013	0.0001
Incinerator	5	0.00052~0.034	0.017	
CO	Incinerator	100	4~22	12
VOC	Coating Section	700	192	192
	Coating Section	700	152	152
	Coating Section	700	335	335
	Coating Section	700	204	204

\*The results of the Hydrogen Chloride measurement of the aluminum melting furnace (die casting ③) were immediately reported to the government after the numerical values were determined, and the operation method was reviewed and corrected.

<PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	39,000	0	230	0	0	0	0	0	11,000	27,000
53	Ethyl benzene	300,000	190,000	0	0	0	0	450	39,000	54,000	17,000
80	Xylene	350,000	190,000	0	0	0	0	210	31,000	58,000	76,000
83	Cumene	5,200	2,600	0	0	0	0	0	2,500	74	0
243	Dioxins	150	2	0.0082	0	0	0	150	0	0	0
296	1, 2, 4 - trimethyl benzene	260,000	140,000	0	0	0	0	140	34,000	38,000	48,000
297	1, 3, 5 - trimethyl benzene	64,000	41,000	0	0	0	0	0	9,800	12,000	0
300	Toluene	410,000	160,000	0	0	0	0	0.04	26,000	73,000	150,000
302	Naphthalene	8,200	4,800	0	0	0	0	0	0	3,400	0
309	Nickel compounds	5,500	0	61	0	0	0	0.05	3,800	0	1,700
374	Hydrogen fluoride and its water-soluble salt	2,200	0	0	0	0	0	0	0	2,200	0.04
392	Normal-hexane	69,000	380	0	0	0	0	0.01	430	1,300	65,000
400	Benzene	12,000	57	0	0	0	0	0	0	570	12,000
407	Poly (oxyethylene) alkyl ether (alkyl group: C12 - C15)	3,600	0	270	0	0	0	0	0	3,300	0
411	Formaldehyde	7,000	3,500	0	0	0	0	830	830	1,900	0
412	Manganese and its compounds	1,900	0	1.9	0	0	0	10	0	0	1,900

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

## Iwata Plant



[Operations]	Final assembling of mini passenger/commercial cars
[Plant site area]	298,000m <sup>2</sup>
[Building area]	147,000m <sup>2</sup>
[Number of employees]	900
[Location]	2500 Iwai, Iwata, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Tenryu River 159,724m<sup>3</sup>, Ground water 301,086m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Akuro River 619,674m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.0~7.6	7.5
BOD	20(15)*	0.5~2.7	1.6
SS	40(30)*	0.5~3.0	1.8
Oil content	3	0.1~0.9	0.5
Lead	0.1	Under 0.005	Under 0.005
Chrome	2	Under 0.1	Under 0.1
Total nitrogen	100	1.7~16.1	8.9
Zinc	1	Under 0.1~0.5	0.3

\*Values in the bracket ( ) suggest daily average.

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Electrodeposition drying furnace in line 1	230	53~60	57
	Final coating drying furnace in line 1	230	14~27	21
Particulates	Electrodeposition drying furnace in line 1	0.2	Under 0.005	Under 0.005
	Final coating drying furnace in line 1	0.2	Under 0.005	Under 0.005
VOC	Second coating booth in line 1	700	120	120
	Final coating booth in line 1	700	190	190
	Bumper coating booth	700	130	130

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	16,000	0	160	0	0	0	0	0	4,600	11,000
53	Ethyl benzene	91,000	53,000	0	0	0	0	0	6,600	24,000	7,300
80	Xylene	110,000	48,000	0	0	0	0	0	5,300	22,000	32,000
83	Cumene	1,700	850	0	0	0	0	0	320	480	0
296	1, 2, 4 - trimethyl benzene	78,000	38,000	0	0	0	0	0	6,600	13,000	21,000
297	1, 3, 5 - trimethyl benzene	22,000	12,000	0	0	0	0	0	2,100	8,100	0
300	Toluene	160,000	56,000	0	0	0	0	1.4	860	39,000	62,000
302	Naphthalene	1,800	1,000	0	0	0	0	0	0	810	0
309	Nickel compounds	1,700	0	230	0	0	0	990	0	0	520
392	Normal-hexane	28,000	65	0	0	0	0	0	0	470	28,000
400	Benzene	5,000	8	0	0	0	0	0	0	110	4,900
411	Formaldehyde	2,600	1,300	0	0	0	0	310	310	690	0
412	Manganese and its compounds	3,600	0	220	0	0	0	1,200	0	0	2,200

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

## Sagara Plant



[Operations] Assembling of compact cars and automobile engines, Casting and machining of main engine parts

[Plant site area] 1,970,000m<sup>2</sup>

[Building area] 278,000m<sup>2</sup>

[Number of employees] 1,737

[Location] 1111 Shirai, Makinohara, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Oi River 635,792m<sup>3</sup>, Ground water 0m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Hirugaya River 366,867m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.2~7.4	7.3
BOD	20(15)*	0.7~1.4	9.2
SS	40(30)*	1~5	3.3
Oil content	3	0.5~0.9	0.6

\*Values in the bracket ( ) suggest daily average.

Item	Regulation values	Results	Averages
Lead	0.1	0.01	0.01
Chrome	1	0.04~0.10	0.09
Total nitrogen	120(60)*	0.7~4.7	2.2
Total phosphorous	16(8)*	2.1~5.5	4.0
Zinc	1	0.05	0.05

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Water cooling and heating machine 1	150	48~58	53
	Water cooling and heating machine 2	150	59~60	60
	Water cooling and heating machine 3	150	62~65	64
	Water cooling and heating machine 4	150	60~68	64
	Heat-treating furnace	180	31~35	33
	Melting furnace 1	180	29~31	30
	Melting furnace 2	180	30~88	59
	Electrodeposition drying furnace	230	22~43	33
Particulates	Second/final coating drying furnace	230	61~64	63
	Water cooling and heating machine 1	0.1	0.003	0.003
	Water cooling and heating machine 2	0.1	0.003~0.004	0.004
	Water cooling and heating machine 3	0.1	0.003~0.004	0.004
	Water cooling and heating machine 4	0.1	0.004	0.004
	Heat-treating furnace	0.2	0.004	0.004
	Melting furnace 1	0.2	0.002~0.009	0.006
	Melting furnace 2	0.2	0.002	0.002
	Electrodeposition drying furnace	0.2	0.010~0.017	0.014
	Second/final coating drying furnace	0.2	0.006~0.014	0.01

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Melting furnace 1	3	0.7~0.9	0.8
	Melting furnace 2	3	0.9	0.9
	Melting furnace 3	3	0.8~0.9	0.9
Chlorine	Melting furnace 1	30	0.3~1.0	0.7
	Melting furnace 2	30	0.3	0.3
	Melting furnace 3	30	0.3~1.0	0.6
Hydrogen chloride	Melting furnace 1	80	1.1~7.0	4.1
	Melting furnace 2	80	1	1
	Melting furnace 3	80	3.7~5.0	4.4
Dioxins	Aluminum machining dust pretreatment	1	0.00001	0.00001
	Melting furnace 1	1	0.015	0.015
	Melting furnace 3	1	0.000041	0.000041
	Diecast melting furnace 1	1	0.0042	0.0042
VOC	Coating section 1	400	42	42
	Coating section 2	400	47	47
	Coating section 3	400	15	15
	Coating section 4	700	190	190

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	11,000	0	110	0	0	0	0	0	3,200	7,800
16	2,2'-Azobis(isobutyronitrile)	2,700	0	0	0	0	0	82	0	0	2,700
53	Ethyl benzene	46,000	28,000	0	0	0	0	0	3,500	4,000	10,000
80	Xylene	90,000	30,000	0	0	0	0	0	3,000	12,000	45,000
83	Cumene	3,300	3,200	0	0	0	0	0	53	26	0
243	Dioxins	0.43	0.0091	0	0	0	0	0.42	0	0	0
296	1, 2, 4 - trimethyl benzene	110,000	58,000	0	0	0	0	0	3,500	15,000	34,000
297	1, 3, 5 - trimethyl benzene	27,000	16,000	0	0	0	0	150	2,100	2,200	6,400
300	Toluene	220,000	20,000	0	0	0	0	4.8	1,500	39,000	160,000
302	Naphthalene	1,000	560	0	0	0	0	0	0	450	0
309	Nickel compounds	1,200	0	160	0	0	0	700	4	0	390
392	Normal-hexane	27,000	590	0	0	0	0	0	0	6,200	20,000
400	Benzene	7,300	50	0	0	0	0	0	0	1,500	5,800
412	Manganese and its compounds	2,500	0	150	0	0	0	860	0	0	1,500

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

## Hamamatsu Plant



[Operations] Machining and assembling of motorcycle engines, assembling of motorcycles

[Plant site area] 177,000m<sup>2</sup>

[Building area] 62,000m<sup>2</sup>

[Number of employees] 544

[Location] 8686 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Tenryu River 40,774m<sup>3</sup>, Ground water 8,991m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Public sewerage 79,200m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.0~9.0	6.1~7.3	6.8
BOD	600	3.6~64	32
SS	600	14~38	25
Oil content	30	1~7	2.3
Lead	0.1	0.01	0.01
Chrome	2	0.04	0.04
Total nitrogen	240	-	-
Total phosphorous	32	-	-
Zinc	2	0.07~0.34	0.19

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	150	34~46	40
Particulates	Boiler	0.1	-	-

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	5,900	4,300	0	0	0	0	120	3	1,300	140
80	Xylene	9,000	4,800	0	0	0	0	100	28	2,900	630
296	1, 2, 4 - trimethyl benzene	3,300	950	0	0	0	0	210	6	1,600	400
300	Toluene	47,000	22,000	0	0	0	0	1,300	1,400	18,000	1,200
308	Nickel	2,500	0	0	0	0	0	1,800	0	0	730
309	Nickel compounds	2,100	0	0	0	0	0.39	1.6	24	0	11
374	Hydrogen fluoride and its water-soluble salt	2,500	0	0	0	0	230	0	0	2,300	0

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).



## Osuka Plant



[Operations]	Cast parts manufacturing, etc.
[Plant site area]	151,000m <sup>2</sup>
[Building area]	55,000m <sup>2</sup>
[Number of employees]	377
[Location]	6333 Nishi Obuchi, Kakegawa, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Ground water 451,325m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Nishi-Otani River 126,451m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	6.9~7.4	7.2
BOD	15(10)*	Under 0.5~3.1	1.8
SS	15(10)*	Under 1~2	1.5
Oil content	2	Under 0.2	Under 0.2
Lead	0.1	-	-
Chrome	2	Under 0.04	Under 0.04
Total nitrogen	120(60)*	7.3~9.9	8.6
Total phosphorous	16(8)*	0.54~1.0	0.77
Zinc	1	0.03~0.08	0.05

\*Values in the bracket ( ) suggest daily average.

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
Particulates	Cast iron melting furnace 1	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 2	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 3	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 4	0.1	Under 0.005	Under 0.005
	Aluminum melting furnace 1	0.2	Under 0.005	Under 0.005
	Aluminum melting furnace 2	0.2	Under 0.005	Under 0.005
	Aluminum melting furnace 3	0.2	Under 0.005	Under 0.005
	Aluminum melting furnace 4	0.2	Under 0.005	Under 0.005
NOx	Aluminum melting furnace 1	180	Under 14~39	39
	Aluminum melting furnace 2	180	Under 5	Under 5
	Aluminum melting furnace 3	180	Under 15~20	20
Chlorine	Waste gas cleansing equipment	30	Under 1	Under 1
	Aluminum melting furnace 1	30	Under 1	Under 1
	Aluminum melting furnace 2	30	Under 1	Under 1
	Aluminum melting furnace 3	30	Under 1	Under 1
	Aluminum melting furnace 4	30	Under 1	Under 1
Hydrogen chloride	Waste gas cleansing equipment	80	Under 5	Under 5
	Aluminum melting furnace 1	80	Under 5	Under 5
	Aluminum melting furnace 2	80	Under 5	Under 5
	Aluminum melting furnace 3	80	Under 5	Under 5
	Aluminum melting furnace 4	80	Under 5	Under 5
Fluorine	Waste gas cleansing equipment	3	Under 0.3	Under 0.3
	Aluminum melting furnace 1	3	0.4~0.8	0.6
	Aluminum melting furnace 2	3	Under 0.3	Under 0.3
	Aluminum melting furnace 3	3	0.5~0.7	0.6
	Aluminum melting furnace 4	3	0.3~0.4	0.35
Dioxins	Aluminum melting furnace 1	1	0.000043	0.000043
	Aluminum melting furnace 2	1	0.0002	0.0002
	Aluminum melting furnace 3	1	0.0000082	0.0000082
	Aluminum melting furnace 4	1	0.0000023	0.0000023

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
80	Xylene	1,400	790	0	0	0	0	0	18	580	0
243	Dioxins	0.00086	0.00082	0.000035	0	0	0	0	0	0	0
300	Toluene	5,700	3,400	0	0	0	0	0.02	1,100	1,200	0
412	Manganese and its compounds	86,000	0	0.01	0	0	0	1,700	0	0	84,000

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

**Domestic manufacturing subsidiaries**

**Hamamatsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.**

[Operations] Machining of automobile parts, Die-casting and machining  
 [Location] 9670 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

<Environmental data>

<Major water source and drain outlet>

Water source: Tenryu River 34,946m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Public sewerage 34,946m<sup>3</sup>

<Water quality data (at drain outlets)>

Sent to Hamatsu Plant of Suzuki Motor Corporation for treatment

<PRTR target substances(accumulated values calculated according to PRTR Law)>

There is no PRTR target substance subject to performance reporting.

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Chip melting furnace	180	10	10
	Melting furnace	180	40~47	44
Particulates	Chip melting furnace	0.2	0.02	0.02
	Melting furnace	0.2	0.02	0.02
Chlorine	Chip melting furnace	30	0.7	0.7
	Melting furnace	30	0.7~0.8	0.8
	Pre-melting furnace	30	0.7~0.8	0.8
Hydrogen chloride	Chip melting furnace	80	1.1~1.3	1.2
	Melting furnace	80	1.1~26	14
	Pre-melting furnace	80	1.2~1.3	1.3
Fluorine	Chip melting furnace	3	0.7~0.8	0.8
	Melting furnace	3	0.7~0.8	0.8
	Pre-melting furnace	3	0.7~0.8	0.8
Dioxins	Chip melting furnace	1	0.000042	0.000042
	Melting furnace	1	0.27	0.27
	Pre-melting furnace	1	0.11	0.11

**Suzuki Seimitsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.**

[Operations] Casting, heat treatment and gear-cutting of automobile parts  
 [Location] 500 Iinoya, Inasa-cho, Kita-ku, Hamamatsu, Shizuoka

<Environmental data>

<Major water source and drain outlet>

Water source: Tenryu River (drinking water) 4,913m<sup>3</sup>, Ground water 122,796m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Iinoya River 122,598m<sup>3</sup>

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~8.0	7.6
BOD	15	1.1~8.2	3.5
SS	20	1.0~3.0	1.4
Oil content	5	0.5	0.5
Total nitrogen	60	7.2~14.7	10.4
Total phosphorous	8	0.04~0.07	0.05
Zinc	1	0.05~0.14	0.08

<PRTR target substances (accumulated values calculated according to PRTR Law)>

There is no PRTR target substance subject to performance reporting.

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Continuous carburizing furnace	180	10~12	10.3
	Annealing furnace	180	10~13	10.4
	Water cooling and heating machine	150	38~55	47
SOx (K value)	Continuous carburising furnace	17.5	0.09~0.1	0.09
	Annealing furnace	17.5	0.09	0.09
	Water cooling and heating machine	17.5	0.07~0.16	0.12
Particulates	Continuous carburising furnace	0.2	0.01	0.01
	Annealing furnace	0.2	0.01	0.01
	Water cooling and heating machine	0.1	0.01	0.01

## Enshu Seiko Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Machining of automobile parts  
 [Location] 1246-1 Yamahigashi, Tenryu-ku, Hamamatsu, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Ground water 42,367m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Futamata River 53,392m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6.5~8.2	7.1~7.5	7.3
BOD	10	1~6.4	3.7
COD	35	1.0~9.9	5.5
SS	15	2	2
Oil content	3	1.0~1.2	1.1
Chrome	2	0.05	0.05
Total nitrogen	100	0.8~3.9	2.3
Zinc	2	0.05~0.1	0.08

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Gas fuelled absorption type water cooling and heating machine	150	32~40	36
	Gas fuelled absorption type water cooling and heating machine	0.1	Under 0.002	Under 0.002
Hydrogen chloride	Aluminum central melting furnace	80	0.5~0.7	0.6
	Aluminum central pre-melting furnace	80	Under 0.5~0.6	0.6
	Casting of pistons	80	0.6	0.6
Chlorine	Aluminum central melting furnace	30	Under 1	Under 1
	Aluminum central pre-melting furnace	30	Under 1	Under 1
	Casting of pistons	30	Under 1	Under 1
Fluorine	Aluminum central melting furnace	3	Under 0.6	Under 0.6
	Aluminum central pre-melting furnace	3	1.4~1.7	1.6
	Casting of pistons	3	Under 0.6	Under 0.6
Dioxins	Aluminum central melting furnace	1	0.0061	0.0061
	Aluminum central pre-melting furnace	1	0.0037	0.0037

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
71	Ferric chloride	4,400	0	0	0	0	0	0	0	0	

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

## Suzuki Akita Auto Parts Mfg. Co., Ltd.

[Operations] Casting and machining of automobile parts  
 [Location] 92-1 Ienohigashi, Hamaikawa, Ikawa, Minamiakita, Akita

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Omata Spring water source (drinking water) 14,394m<sup>3</sup>, Ground water 48,021m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: I River 62,415m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.2~8.1	7.6
BOD	20	1.0~3.7	2.2
SS	30	1.8~12.7	6.9
Oil content	4	0.5~0.7	0.5
Total nitrogen	18	1.1~3.5	1.9
Total phosphorous	1.9	0.06~0.25	0.15
Zinc	2	0.01~0.08	0.04

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler 1	-	71~100	73
	Boiler 2	180	30~40	31
SOx (K value)	Boiler 1	0.49	0.0014	0.0014
	Boiler 2	0.56	0.00076~0.00077	0.00076
Particulates	Boiler 1	0.3	0.0005~0.002	0.002
	Boiler 2	0.3	0.0005~0.0043	0.0043

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	2,100	0	0	0	0	0	0	2,100	0	
71	Ferric chloride	2,400	0	0	0	0	0	0	2,400	0	
80	Xylene	2,200	120	0	0	0	0	0	0	2,100	
296	1, 2, 4 - trimethyl benzene	3,000	40	0	0	0	0	0	0	3,000	

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Suzuki Toyama Auto Parts Mfg. Co., Ltd.

[Operations] Processing of automobile parts  
 [Location] 3200 Mizushima, Oyabe, Toyama

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6~8	7.0~7.8	7.4
BOD	15	1.0~8.0	3.6
SS	15	1.0~7.1	3.4
Oil content	5	0.5~1.2	0.5
Lead	0.02	0.002~0.003	0.003
Chrome	2	0.02	0.02
Total nitrogen	120 (60)*	0.7~5.3	2.3
Total phosphorous	16 (8)*	0.1~0.7	0.3
Zinc	2	0.05~0.34	0.08

\*Values in the bracket ( ) suggest daily average.

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
309	Nickel compounds	1,200	0	240	0	0	0	60	0	0	880
438	Methylnaphthalene	2,600	10	0	0	0	0	0	0	2,600	0

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Sagara Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior parts  
 [Location] 1111 Shirai, Makinohara, Shizuoka

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Sent to Sagara Plant of Suzuki Motor Corporation for treatment

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
298	Tolylene diisocyanate	401,000	0	0	0	0	0	0	0	0	401,000
448	Methylenebis (4, 1-phenylene) diisocyanate	98,000	0	0	0	0	0	0	0	0	98,000
412	Manganese and its compounds	1,400	0	0	0	0	0	0	20	0	1,400

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Ryuyo Seat Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior parts  
 [Location] 1403 Higashi Hiramatsu, Iwata, Shizuoka

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

No applicable facilities

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
297	1, 3, 5 - trimethyl benzene	1,400	1,400	0	0	0	0	0	0	0	0
298	Tolylene diisocyanate	831,000	0	0	0	0	0	800	0	0	830,000
448	Methylenebis (4, 1-phenylene) diisocyanate	116,000	0	0	0	0	0	200	0	0	116,000

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

#### <Environmental data>

##### <Major water source and drain outlet>

Water source: Ground water 497,443m<sup>3</sup>, Rain water: 0m<sup>3</sup>,  
 Drain outlet: Oyabe River 497,443m<sup>3</sup>

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	180	77~100	89
	Melting furnace (2.5t/h)	180	37~51	44
SOx (K value)	Boiler	17.5	0.093~0.32	0.21
	Melting furnace (2.5t/h)	17.5	0.0030~0.0043	0.0037
Particulates	Boiler	0.3	0.0003~0.0048	0.003
	Melting furnace (2.5t/h)	0.2	0.0003~0.0004	0.0004
Dioxins	Melting furnace (2.5t/h)	5	0.012	0.012
	Melting furnace 15	1	0.00000042	0.00000042
	Melting furnace 16	1	0.00011	0.00011
	Melting furnace 0	1	0	0

#### <Environmental data>

##### <Major water source and drain outlet>

Included in the Sagara Plant of Suzuki Motor Corporation

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

#### <Environmental data>

##### <Major water source and drain outlet>

Water source: Tenryu River 25,081m<sup>3</sup>, Rain water 0m<sup>3</sup>,  
 Drain outlet: Tenryu River 11,222m<sup>3</sup>

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

### Ryuyo Pipe Plant of Snic Co., Ltd.

[Operations] Manufacturing of automobile pipe parts  
 [Location] 6-2 Minami Hiramatsu, Iwata, Shizuoka

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.6	7.6
BOD	25(20)*	Under 1	Under 1
SS	50(40)*	4.1	4.1
Oil content	5	0.9	0.9
Total nitrogen	120(60)*	2.2	2.2
Zinc	2	0	0

\*Values in the bracket ( ) suggest daily average.

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
87	Chromium, trivalent chromium and their compounds	14,000	140	0	0	0	0	0	360	0	14,000
308	Nickel	4,900	50	0	0	0	0	0	120	0	4,700
412	Manganese and its compounds	1,900	20	0	0	0	0	0	50	0	1,800

\*Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Hamakita Trim Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior resin parts  
 [Location] 5158-1 Hiraguchi, Hamakita-ku, Hamamatsu, Shizuoka

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.5	7.5
BOD	160(120)*	1	1
SS	200(150)*	5	5
Zinc	2	0.1	0.1

\*Values in the bracket ( ) suggest daily average.

#### <Environmental data>

##### <Major water source and drain outlet>

Water source: Tenryu River: 21,637m<sup>3</sup> Rain water: 0m<sup>3</sup>  
 Drain outlet: Tenryu River 19,723m<sup>3</sup>

##### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

#### <Environmental data>

##### <Major water source and drain outlet>

Water source: Ground wate: 506m<sup>3</sup>, Tenryu River 10,281m<sup>3</sup>,  
 Rain water: 0mV Drain outlet: Gojinya River 10,787m<sup>3</sup>

##### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

##### <PRTR target substances (accumulated values calculated according to PRTR Law)>

There is no PRTR target substance subject to performance reporting.

## Area included in the “Environmental Initiatives”

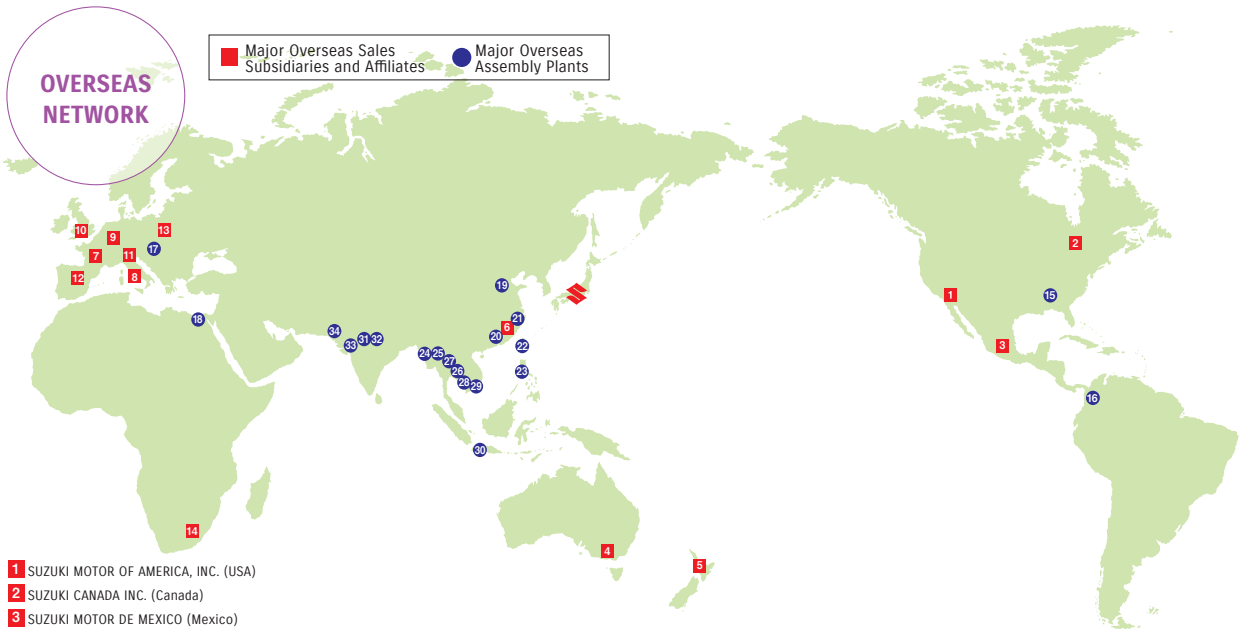
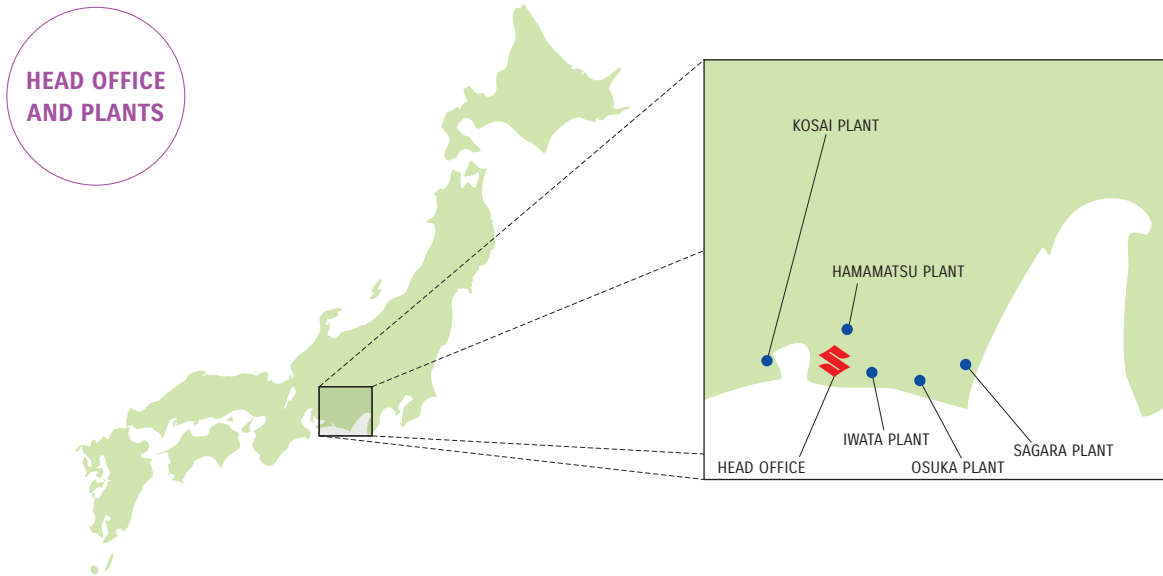
Suzuki		
Consolidated subsidiaries	Domestic manufacturing subsidiaries (4 companies)	Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd., Suzuki Toyama Auto Parts Mfg. Co., Ltd., and Suzuki Akita Auto Parts Mfg. Co., Ltd.
	Domestic sales companies/ Domestic non-manufacturing subsidiaries (65 companies)	Suzuki Motorcycle Sales Inc., Suzuki Motor Sales Hokkaido Inc., Asahikawa Suzuki Motor Sales Inc., Suzuki Motor Sales Aomori Inc., Suzuki Motor Sales Iwate Inc., Suzuki Motor Sales Yamagata Inc., Suzuki Arena Akitachuo Inc., Suzuki Motor Sales Miyagi Inc., Suzuki Motor Sales Fukushima Inc., Suzuki Motor Sales Ibaraki Inc., Suzuki Motor Sales Tochigi Inc., Suzuki Motor Sales Gunma Inc., Suzuki Motor Sales Saitama Inc., Suzuki Motor Sales Nishisaitama Inc., Suzuki Motor Sales Kanto Inc., Suzuki Motor Sales Chiba Inc., Suzuki Motor Sales Keiyo Inc., Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Minami Tokyo Inc., Suzuki Motor Sales Kanagawa Inc., Suzuki Motor Sales Syonan Inc., Suzuki Motor Sales Niigata Inc., Suzuki Motor Sales Shizuoka Inc., Suzuki Motor Sales Hamamatsu Inc., Suzuki Motor Sales Tokai Inc., Suzuki Motor Sales Chubu Inc., Suzuki Motor Sales Mie Inc., Suzuki Motor Sales Nagano Inc., Suzuki Motor Sales Nanshin Inc., Suzuki Motor Sales Hokuriku Inc., Suzuki Motor Sales Toyama Inc., Suzuki Motor Sales Shiga Inc., Suzuki Motor Sales Kyoto Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motor Sales Kansai Inc., Suzuki Motor Sales Hyogo Inc., Suzuki Motor Sales Nara Inc., Suzuki Motor Sales Wakayama Inc., Suzuki Motor Sales Kagawa Inc., Suzuki Motor Sales Tokushima Inc., Suzuki Motor Sales Matsuyama Inc., Suzuki Motor Sales Kochi Inc., Suzuki Motor Sales Tottori Inc., Suzuki Motor Sales Shimane Inc., Suzuki Okayama Motor Sales Inc., Suzuki Motor Sales Hiroshima Inc., Suzuki Motor Sales Yamaguchi Inc., Suzuki Motor Sales Fukuoka Inc., Suzuki Motor Sales Saga Inc., Suzuki Motor Sales Nagasaki Inc., Suzuki Motor Sales Kumamoto Inc., Suzuki Motor Sales Oita Inc., Suzuki Motor Sales Miyazaki Inc., Suzuki Motor Sales Kagoshima Inc., Suzuki Motor Sales Okinawa Inc., Suzuki Marine Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki PDC East Japan Co., Ltd., Suzuki PDC Central Japan Co., Ltd., Suzuki PDC West Japan Co., Ltd., Suzuki Engineering Co., Ltd., Suzuki Business Co., Ltd., Suzuki Support Co., Ltd., Suzuki Finance Co., Ltd., and Suzuki Consultant Co., Ltd.
	Overseas manufacturing subsidiaries (17 companies)	India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Ltd., Suzuki Motor Gujarat Private Limited Co. Ltd. (from FY2016), Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corp., Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd. (from FY2018), Cambodia: Cambodia Suzuki Motor Co., Ltd., Vietnam: Vietnam Suzuki Corp., Colombia: Suzuki Motor de Colombia S.A., Spain: Suzuki Motor Espana, S.A. (until FY2012), Malaysia: Suzuki Assemblers Malaysia Sdn. Bhd. (until FY2015)
	Overseas sales companies (16 companies)	USA: Suzuki Motor of America, Inc., Canada: Suzuki Canada Inc., France: Suzuki France S.A.S., Italy: Suzuki Italia S.p.A., Germany: Suzuki Deutschland GmbH, Spain: Suzuki Motor Iberica, S.A.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., China: Suzuki Motor (China) Investment Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Servicios de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty.) Ltd.



# Company Profile (as of 31 March 2021)

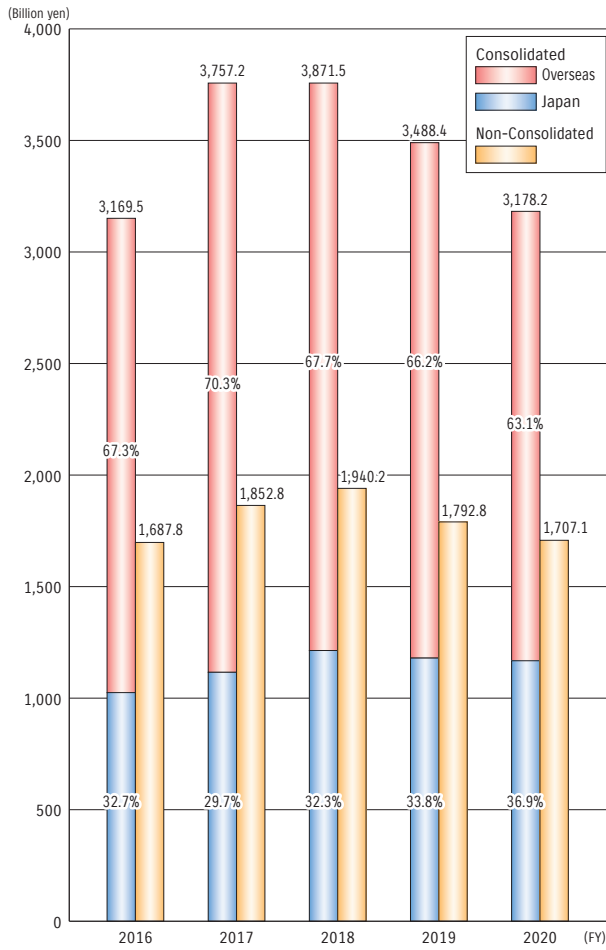
- **Company name:** SUZUKI MOTOR CORPORATION
- **Date of incorporation:** March 1920
- **Address of headquarters:**  
300 Takatsuka-cho, Minami-ku, Hamamatsu,  
Shizuoka 432-8611, JAPAN
- **Representative Director and President:**  
Toshihiro Suzuki

- **Main product line:**  
Automobiles, Motorcycles, Outboard Motors,  
Motorized Wheelchairs, etc.
- **Capital:** 138 billion yen
- **Employees:** 16,073  
(consolidated 68,739)

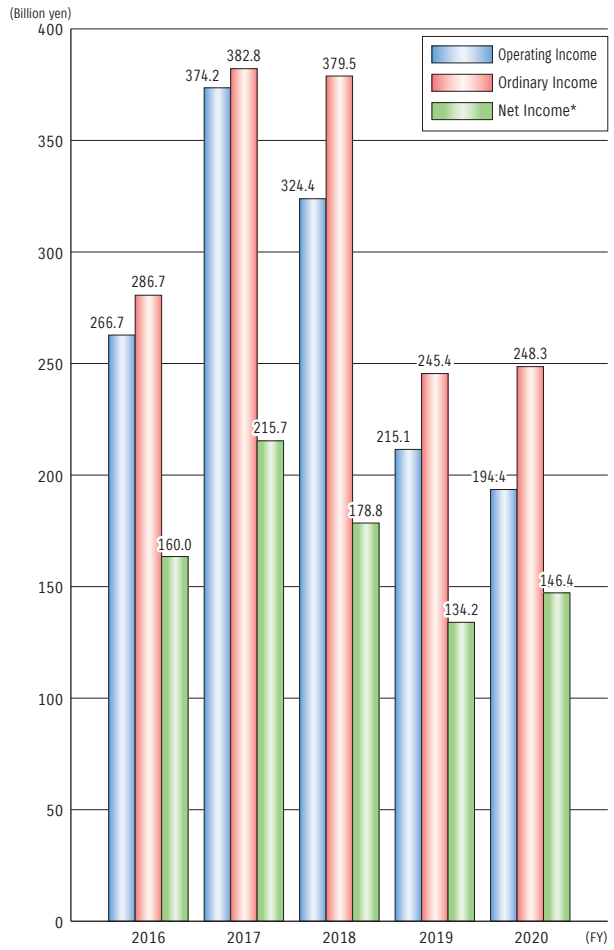


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| <ul style="list-style-type: none"> <li>1 SUZUKI MOTOR OF AMERICA, INC. (USA)</li> <li>2 SUZUKI CANADA INC. (Canada)</li> <li>3 SUZUKI MOTOR DE MEXICO (Mexico)</li> <li>4 SUZUKI AUSTRALIA PTY. LTD. (Australia)</li> <li>5 SUZUKI NEW ZEALAND LTD. (New Zealand)</li> <li>6 SUZUKI MOTOR (CHINA) INVESTMENT CO., LTD. (China)</li> <li>7 SUZUKI FRANCE S.A.S. (France)</li> <li>8 SUZUKI ITALIA S.P.A. (Italy)</li> <li>9 SUZUKI DEUTSCHLAND GmbH (Germany)</li> <li>10 SUZUKI GB PLC (UK)</li> <li>11 SUZUKI AUSTRIA AUTOMOBIL HANDELS GmbH (Austria)</li> <li>12 SUZUKI MOTOR IBERICA S.A.U. (Spain)</li> <li>13 SUZUKI MOTOR POLAND SP. Z.O.O. (Poland)</li> <li>14 SUZUKI AUTO SOUTH AFRICA (PTY) LTD. (South Africa)</li> </ul> | <ul style="list-style-type: none"> <li>15 SUZUKI MANUFACTURING OF AMERICA CORP. (USA)</li> <li>16 SUZUKI MOTOR DE COLOMBIA S.A. (Colombia)</li> <li>17 MAGYAR SUZUKI CORPORATION LTD. (Hungary)</li> <li>18 SUZUKI EGYPT S.A.E. (Egypt)</li> <li>19 JINAN QINGQI SUZUKI MOTORCYCLE CO., LTD. (China)</li> <li>20 DACHANGJIANG GROUP CO., LTD. (China)</li> <li>21 CHANGZHOU HAOJUE SUZUKI MOTORCYCLE CO., LTD. (China)</li> <li>22 TAI LING MOTOR CO., LTD. (Taiwan)</li> <li>23 SUZUKI PHILIPPINES INC. (Philippines)</li> <li>24 SUZUKI (MYANMAR) MOTOR CO., LTD. (Myanmar)</li> </ul> | <ul style="list-style-type: none"> <li>25 SUZUKI THILAWA MOTOR CO., LTD. (Myanmar)</li> <li>26 SUZUKI MOTOR (THAILAND) CO., LTD. (Thailand)</li> <li>27 THAI SUZUKI MOTOR CO., LTD. (Thailand)</li> <li>28 CAMBODIA SUZUKI MOTOR CO., LTD. (Cambodia)</li> <li>29 VIETNAM SUZUKI CORP. (Vietnam)</li> <li>30 PT. SUZUKI INDOMOBIL MOTOR (Indonesia)</li> <li>31 MARUTI SUZUKI INDIA LTD. (India)</li> <li>32 SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED (India)</li> <li>33 SUZUKI MOTOR GUJARAT PVT. LTD. (India)</li> <li>34 PAK SUZUKI MOTOR CO., LTD. (Pakistan)</li> </ul> |
|---|--|--|

◆ Net sales

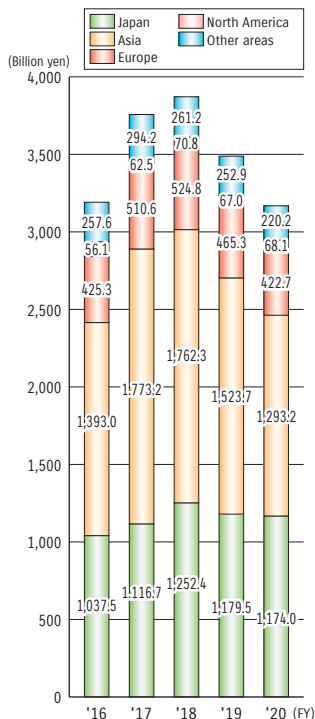


◆ Income (Consolidated)

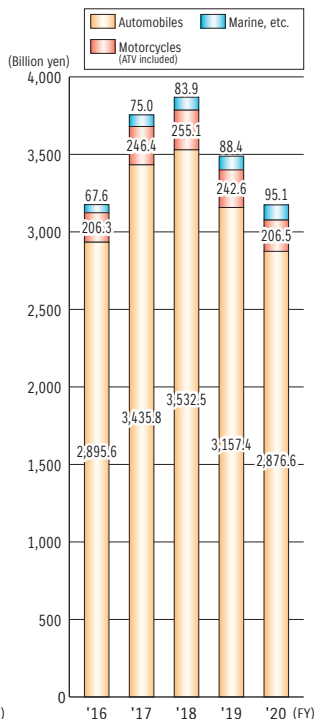


\* Net income is Net income attributable to owners of the parent.

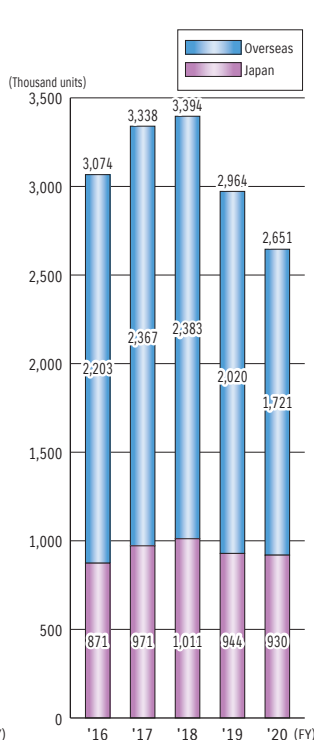
◆ Net sales by market (Consolidated)



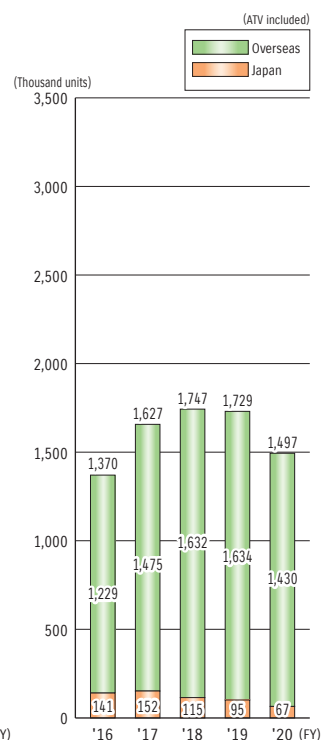
◆ Net sales by business (Consolidated)



◆ Automobile Production



◆ Motorcycle Production



\* Production in Japan: CBU+complete knocked-down (CKD) units.  
\* Overseas production: line-off units at overseas plants.

## History of Environmental Initiatives

1970	Mar.	Demonstrated 10 units of Carry Van electric vehicles at the Osaka Expo.	
1971	July	Established an Environmental Protection Section in Facilities Group of Production Engineering Dept. to take environmental measures in our production processes.	
1977	Apr.	Built the Suzuki Group Safety & Hygiene and Pollution Issues Council.	
1981	Dec.	Held "Energy Saving Symposium" with Machinery Industry Promotion Foundation (now Suzuki Foundation).	
1989	Aug.	Established an Environmental Issue Council to promote company-wide environmental conservation activities.	
1990	Mar.	Installed Freon collectors at domestic distributors to collect specific Freon contained in car air conditioner refrigerant for reuse.	
1991	Dec.	Totally abolished the use of specific Freon (contained in polyurethane foamed components, such as seats).	
1992	Jan.	Started displaying material names on resin parts. Developed a continuously variable transmission (SCVT) which was installed on Cultus Convertible.	
	Oct.	Developed a natural gas-fuelled scooter.	
	Nov.	Established a Waste Countermeasure Group in Production Engineering Development Dept. to promote reduction and reuse of wastes.	
	Dec.	Launched electric vehicles Alto and Every.	
1993	Mar.	Prepared an "Environmental Protective Activities Plan".	
	May	Reorganised an Environment & Industrial Waste Group by integrating the Environmental Protection Section and the Waste Countermeasure Group to enhance environmental protection activities.	
	Dec.	Completed the replacement of Freon used in car air conditioner refrigerants.	
1994	June	Started collecting and recycling used bumpers replaced by dealers.	
	Aug.	Installed a facility to recycle sludge contained in wastewater to reuse it as asphalt sheets. Started reusing casting sand waste (generated at foundries) as cement materials.	
1995	Jan.	Renewed the waste incinerator to reduce waste and reuse heat waste (steam).	
	Aug.	Introduced co-generation facilities into the Kosai Plant to promote energy saving activities.	
1996	Apr.	Launched electric power-assisted bicycle Love.	
	May	Prepared the "Environmental Protective Activities Plan (follow-up version)".	
	Dec.	Introduced co-generation facilities into Sagara Plant.	
1997	Mar.	Developed a natural gas-fuelled WagonR.	
	May	Launched electric vehicles Alto and Every with major enhancements.	
	Oct.	Won the Technical Innovation Award for our 4-stroke outboard motor at the Chicago Boat Show.	
	Dec.	Issued a "Vehicle Disassembly Manual" and distributed it to distributors.	
1998	Feb.	Introduced co-generation facilities into Osuka Plant. Prepared an "Initiative Voluntary Action Plan for the Recycling of ELVs".	
	Apr.	MAGYAR SUZUKI (Hungary) obtained the ISO14001 certification.	
	July	Kosai Plant obtained the ISO14001 certification.	
	Oct.	Launched a new mini vehicle equipped with a lean-burn engine which achieved 29.0km/L fuel consumption in 10x15 mode. Won the Technical Innovation Award for our 4-stroke outboard motor for the second consecutive year.	
	Dec.	Developed an environmentally friendly pipe bending technology.	
1999	Mar.	Developed a new catalyst for motorcycles and adopted it on the scooter Let's II.	
	May	Launched fuel-efficient Alto with "Sc lean-burn" CVT.	
	June	Launched natural gas-fuelled (CNG) WagonR.	
	Aug.	Launched new model of Every electric vehicle.	
	Sept.	Osuka and Sagara Plants obtained the ISO14001 certification.	
	Oct.	Launched Alto equipped with Idling Stop System (Engine Auto Stop Start System). Won "The Best Concept Car" special award for Suzuki PU-3 COMMUTER at the Tokyo Motor Show. Launched full-model change of the electric power-assisted bicycle Love.	
		Nov.	MARUTI UDYOG (India) (currently: MARUTI SUZUKI INDIA LIMITED) obtained the ISO14001 certification. Launched ultrasonic compact washing machines "SUC-300H & 600H" that adopt ultrasonic waves for washing instead of organic solvent.
			Dec.
2000	Jan.	Developed a compact bumper crushing machine in-house.	
	Dec.	Toyokawa Plant obtained the ISO14001 certification.	
2001	Jan.	Totally abolished the use of lead (used in painting processes of domestic motorcycle and automobile plants).	
	Mar.	Expanded the installation of the bumper crushing machine nationwide.	
	Apr.	Established an Environmental Planning Group that handles environmental matters related to products, technology, manufacturing and logistics. Established an Environmental Committee (as an alternative to Environmental Issue Council) to enhance the environmental protection efforts.	
		Aug.	Achieved the target of drastic reduction in landfilled solid waste to zero-level.
	Oct.	Started mutual cooperation with GM in the fuel cell technology field.	

2002	Jan.	Won the "Excellent Environmentally-Friendly Concept Car Award" from the Automotive News magazine (USA) for our electric vehicle concept car Covie at the Detroit Motor Show.
	Mar.	Launched the "Idling Stop (Engine Stop)" campaign.
	Jul.	Put the direct-injection turbo engine which realised both excellent fuel efficiency and high output power to practical use for the first time in mini cars.
2003	Jan.	Announced a hybrid engine car Twin for the first time in mini passenger cars. Announced a new concept resource-saving scooter Choinori.
	Mar.	Iwata Plant obtained the ISO14001 certification.
		Takatsuka plant obtained the ISO14001 certification.
		Installed a wind-driven power generating facility at the Inasa Training Center.
	Jul.	Became a member of IMDS (International Material Data System).
Sept.	Issued a "Green Procurement Guideline". Launched certified ultralow-emission vehicle.	
2004	Jan.	Jointly established Japan Auto Recycling Partnership and ART with other manufacturers.
	Feb.	Installed 2 units of wind-driven power generating facility at the Kosai Plant.
	Jul.	Announced the motorcycle recycling fees.
		Announced the end-of-life automobile recycling fees.
Aug.	Obtained approval of Japan's first 700-bar compressed hydrogen storage system for fuel cell vehicles. Launched car sharing-dedicated MR Wagon.	
2005	Jul.	Developed "Hyper Alumite" that has improved corrosion resistance and durability, with the anodised aluminium film smoothed on the aluminium material surface.
	Aug.	Participated in "Team Minus 6%".
	Oct.	Participated in the "FRP Boat Recycling System" promoted by the Japan Boating Industry Association and announced the recycling fees.
2006	Sept.	Developed MIO, an electric wheelchair equipped with a fuel cell, and exhibited it at the International Home Care & Rehabilitation Exhibition.
2007	Oct.	Developed the fuel cell motorcycle Crosscage and exhibited it at the Tokyo Motor Show.
	Nov.	Established Suzuki Environment Control Regulations.
2008	June	Received the Minister's award for the newly-developed fuel-cell electric vehicle SX4-FCV.
	July	Exhibited SX4-FCV at Environmental Showcase held in International Media Center for Hokkaido Toyoko G8 Summit. Set up Suzuki Plaza to introduce Suzuki's history and manufacturing know-how to the public.
2009	Apr.	Received Local Industry Contribution Award (Ichimura Award) for development and practical application of high-speed plating system realizing low cost and low environmental impact.
	Sept.	Maruti Suzuki India Limited greatly reduced CO <sub>2</sub> emission by shifting the transport method from trailers to double-deck merchandise trains, and received the Golden-Peacock Eco Innovations Award.
	Oct.	Developed the plug-in hybrid automobile Swift Range Extender and the fuel cell scooter BURGMAN Fuel Cell Scooter and exhibited them at the Tokyo Motor Show as reference exhibits.
2010	May	Plug-in hybrid Swift (Swift Range Extender) acquired the type approval of the Ministry of Land, Infrastructure, Transport and Tourism.
	Sept.	Electric scooter e-Let's was developed and the research for driving on public roads started for productisation.
2011	Mar.	Whole Vehicle Type Approval was acquired for the first time in the world as a fuel cell scooter.
	May	Received Engineering Development Award of the 61st JSAE EXPOSITION AWARD for development of the rear lower arm made of aluminum-extruded material that realized weight reduction with low costs.
2012	Feb.	Established a joint venture together with Intelligent Energy Holdings for development and manufacture of fuel cell systems.
	July	Developed light polypropylene resin material which excels in material coloring for automobiles.
	Sept.	Developed fuel efficiency improvement technologies ENE-CHARGE, new idling stop system (Engine Auto Stop Start System) and ECO-COOL.
	Nov.	Received 2013 RJC Car of the Year for its next-generation environment technology SUZUKI GREEN technologies.
2013	Mar.	Established "Suzuki Environmental Plan" and "Suzuki Biodiversity Guidelines".
	July	Developed DUALJET engine that realizes both excellent fuel efficiency and strong driving.
	Nov.	Decided to install the mega-solar system in the Nakazato Industrial Park in Makinohara.
2014	Jan.	Developed new transmission Auto Gear Shift with excellent fuel efficiency.
	Aug.	Developed S-ENE CHARGE, a system evolved from ENE-CHARGE.
2015	June	Developed and launched 2-cylinder 0.8L diesel engine in India.
2016	Jan.	Sagara Plant Received the FY2015 Energy Conservation Grand Prize <Energy Conservation Case Example Category>.
	Apr.	Suzuki Makinohara Solar Power Plant completed.
	Nov.	Developed Suzuki's unique parallel hybrid system which is matched with Auto Gear Shift.
2017	Mar.	Began public road driving of Burgman Fuel Cell scooter by earning license plate in Japan.
	Apr.	Suzuki, Toshiba and Denso reached basic agreement to establish a joint venture company for production of automotive lithium-ion battery packs in India.
		Won the Contribution Prize of the 49th Ichimura Prizes in Industry for the "Development of Resin Material with Superb Appearance and Application to Pre-colored Interior Parts".
	Nov.	Toyota and Suzuki conclude memorandum on EV introduction in India.
Dec.	Established Suzuki Environmental Plan 2020 with newly-set target such as reduction in CO <sub>2</sub> emissions.	
2018	Mar.	Toyota and Suzuki reach basic agreement toward mutual supply of hybrid and other vehicles in India.
2019	Nov.	Maruti Suzuki India and Toyota Tsusho set up Vehicle Dismantling and Recycling unit
2020	Nov.	Announced the Suzuki Environmental Vision 2050

## Company Data

### 1. Production and Sales Volume

				Unit	FY2016	FY2017	FY2018	FY2019	FY2020	
Automobile	Production unit			Thousand units	3,074	3,338	3,394	2,964	2,651	
		Domestic production			871	971	1,011	944	930	
		Overseas production			2,203	2,367	2,383	2,020	1,721	
		India	1,585		1,781	1,850	1,577	1,440		
	Sales unit			Thousand units	2,918	3,224	3,327	2,852	2,571	
		Domestic sales			639	668	725	672	647	
		Overseas sales			2,279	2,556	2,602	2,179	1,924	
		India	1,445		1,654	1,754	1,436	1,323		
	Sales unit of hybrid models*				Thousand units	389	462	539	489	615
	Sales unit of welfare vehicle "With" series				Units	2,168	2,636	2,636	2,229	2,084
Motorcycle	Production unit			Thousand units	1,370	1,627	1,747	1,729	1,497	
		Domestic production			141	152	115	95	67	
		Overseas production			1,229	1,475	1,632	1,634	1,430	
	Sales unit			Thousand units	1,367	1,576	1,744	1,709	1,535	
		Domestic sales			62	60	57	49	51	
		Overseas sales			1,305	1,516	1,687	1,661	1,484	

\*Hybrid models include mild hybrid, S-ENE CHARGE, and SHVS.

### 2. Financial Information (Consolidated)

Net sales	Automobile		Billion yen	3,169.5	3,757.2	3,871.5	3,488.4	3,178.2
	Motorcycle			2,895.6	3,435.8	3,532.5	3,157.4	2,876.6
	Marine			206.3	246.4	255.1	242.6	206.5
	Other			67.6	75.0	83.9	74.5	83.4
	Domestic sales			-	-	-	13.9	11.7
	Overseas sales			1,037.5	1,116.7	1,252.4	1,179.5	1,174.0
	Europe	2,132.0		2,640.5	2,619.1	2,308.9	2,004.2	
	North America	425.3		510.6	524.8	465.3	422.7	
	Asia	56.1		62.5	70.8	67.0	68.1	
	Others	1,393.0		1,773.2	1,762.3	1,523.7	1,293.2	
Operating income				257.6	294.2	261.2	252.9	220.2
Operating income			Billion yen	266.7	374.2	324.4	215.1	194.4
Ordinary income			Billion yen	286.7	382.8	379.5	245.4	248.3
Net income			Billion yen	160.0	215.7	178.8	134.2	146.4
Capital expenditures			Billion yen	198.8	213.4	268.9	236.4	170.9
Depreciation expenses			Billion yen	163.4	150.9	148.9	164.2	136.5
R&D expenses			Billion yen	131.5	139.4	158.1	148.1	146.2
Interest-bearing debt			Billion yen	639.9	577.9	375.4	404.2	770.8
Total assets			Billion yen	3,116.0	3,340.8	3,402.0	3,339.8	4,036.4
Net assets			Billion yen	1,387.0	1,595.2	1,715.9	1,793.7	2,032.0
Shareholders' equity ratio			%	35.9	38.8	40.9	44.5	41.8
Net income per share, Basic			Yen	362.54	488.86	395.26	286.36	301.65
Cash dividends per share (annual)			Yen	44.00	74.00	74.00	85.00	90.00
ROE			%	15.4	17.9	13.3	9.3	9.2

\*In the reportable segments of consolidated net sales, "Marine business, etc." segments have been classified into "Marine business" and "Other business" from FY2020.



## 3. Employee Information

		Unit	FY2016	FY2017	FY2018	FY2019	FY2020
Number of employees		Person	15,138	15,269	15,431	15,646	16,073
	Male		13,603	13,711	13,808	13,932	14,220
	Female		1,535	1,558	1,623	1,714	1,853
Employees with job titles*1		Person	4,232	4,333	4,437	4,518	4,710
	Male		4,162	4,243	4,339	4,403	4,577
	Female		70	90	98	115	133
Managers		Person	1,014	1,049	1,080	1,140	1,204
	Male		1,004	1,037	1,066	1,121	1,185
	Female		10	12	14	19	19
New employment		Person	794	642	563	708	819
	Male		674	541	445	569	651
	Female		120	101	118	139	168
College graduates		Person	585	456	475	494	577
	Male		523	396	396	413	474
	Female		62	60	79	81	103
Employment rate of people with disabilities		%	2.04	2.02	2.14	2.20	2.23
Turnover rate		%	3.8	4.2	3.9	3.1	2.2
Ratio of paid holiday taken*2		%	70.2	75.7	76.7	84.8	77.2
Number of employees (consolidated)		Person	62,992	65,179	67,721	68,499	68,739
Number of employees using childcare shortening hours system		Person	179	204	232	256	285
	Male		3	3	3	5	7
	Female		176	201	229	251	278
Number of employees using childcare leave system		Person	68	91	104	117	143
	Male		8	7	13	23	63
	Female		60	84	91	94	80
Reinstatement rate of employees using childcare leave system		%	91.2	97.3	96.3	98.1	97.4
	Male		100.0	100.0	100.0	100.0	100.0
	Female		90.0	97.1	95.9	97.8	96.6
Number of employees using family-care shortening hours system		Person	2	4	5	5	4
	Male		1	1	1	1	0
	Female		1	3	4	4	4
Number of employees using family-care leave system		Person	6	2	6	1	5
	Male		4	1	4	0	3
	Female		2	1	2	1	2
Reinstatement rate of employees using family-care leave system		%	50.0	100.0	50.0	100.0	60.0
	Male		25.0	100.0	25.0	-	66.7
	Female		100.0	100.0	100.0	100.0	50.0
Accident frequency rate		%	0.15	0.21	0.26	0.03	0.08

\*1: Manager, assistant manager, supervisor, and foremen (including expert and technical master) \*2: Excludes managers

## 4. Others

Others	Number of outside directors	Person	2	2	2	2	3
	Number of consolidated subsidiaries	Company	136	131	130	127	120
	Number of affiliates		32	31	28	28	31

## 5. Major outside associations the company participates

Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Japan Business Federation

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207-4	Country-by-country reporting	-
<b>Environmental</b>		
<b>GRI 103: Management Approach</b>		
103-1	Explanation of the material topic and its Boundary	12,13
103-2	The management approach and its components	16~31
103-3	Evaluation of the management approach	16,19~26,29,30,37, 52,53
<b>GRI 301: Materials</b>		
301-1	Materials used by weight or volume	32,137
301-2	Recycled input materials used	47,70
301-3	Reclaimed products and their packaging materials	66,70



Standard Disclosures		Relevant Pages in Report
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organization	32,137,139
302-2	Energy consumption outside of the organization	32,137
302-3	Energy intensity	-
302-4	Reduction of energy consumption	32,55~57,137,139,140
302-5	Reductions in energy requirements of products and services	41,43,44,139,140
<b>GRI 303: Water and Effluents</b>		
303-1	Interactions with water as a shared resource	34,60,61,64,142~152
303-2	Management of water discharge-related impacts	61,64,142~152
303-3	Water withdrawal	32,60,137,141
303-4	Water discharge	32,61,64,137,141
303-5	Water consumption	32,60,137,141
<b>GRI 304: Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	34~36
304-2	Significant impacts of activities, products, and services on biodiversity	-
304-3	Habitats protected or restored	35~37
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	34
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	38,139
305-2	Energy indirect (Scope 2) GHG emissions	38,139
305-3	Other indirect (Scope 3) GHG emissions	38,137,139,141
305-4	GHG emissions intensity	54,140
305-5	Reduction of GHG emissions	32,54~57,137,140
305-6	Emissions of ozone-depleting substances (ODS)	32,137
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	32,48~50,52,62,63, 137,141,142~152
<b>GRI 306: Effluents and Waste</b>		
306-1	Water discharge by quality and destination	32,58
306-2	Waste by type and disposal method	46,47,51~53,59, 66,67,69~71, 137,138,141
306-3	Significant spills	32,58,59,66,69~71, 137,138,140,141
306-4	Transport of hazardous waste	32,58,59,66,69~71, 137,138,141
306-5	Water bodies affected by water discharges and / or runoff	32,58,59,137,140
<b>GRI 307: Environmental Compliance</b>		
307-1	Non-compliance with environmental laws and regulations	31
<b>GRI 308: Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	53
308-2	Negative environmental impacts in the supply chain and actions taken	52,53

Standard Disclosures		Relevant Pages in Report
<b>Social</b>		
<b>GRI 103: Management Approach</b>		
103-1	Explanation of the material topic and its Boundary	12
103-2	The management approach and its components	12
103-3	Evaluation of the management approach	12
<b>GRI 401: Employment</b>		
401-1	New employee hires and employee turnover	88,158
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	87~90
401-3	Parental leave	87,158
<b>GRI 402: Labor / Management Relations</b>		
402-1	Minimum notice periods regarding operational changes	92,93
<b>GRI 403: Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	82
403-2	Hazard identification, risk assessment, and incident investigation	83
403-3	Occupational health services	83
403-4	Worker participation, consultation, and communication on occupational health and safety	82,83
403-5	Worker training on occupational health and safety	-
403-6	Promotion of worker health	83~85
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-
403-8	Workers covered by an occupational health and safety management system	-
403-9	Work-related injuries	82
403-10	Work-related ill health	-
<b>GRI 404: Training and Education</b>		
404-1	Average hours of training per year per employee	91
404-2	Programs for upgrading employee skills and transition assistance programs	86,91
404-3	Percentage of employees receiving regular performance and career development reviews	86,91
<b>GRI 405: Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	88,158
405-2	Ratio of basic salary and remuneration of women to men	-
<b>GRI 406: Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	14,79~81
<b>GRI 407: Freedom of Association and Collective Bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	79~81,92,93
<b>GRI 408: Child Labor</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	79~81
<b>GRI 409: Forced or Compulsory Labor</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	79~81

Standard Disclosures		Relevant Pages in Report
<b>GRI 410: Security Practices</b>		
410-1	Security personnel trained in human rights policies or procedures	-
<b>GRI 411: Rights of Indigenous Peoples</b>		
411-1	Incidents of violations involving rights of indigenous peoples	-
<b>GRI 412: Human Rights Assessment</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	14,79~81
412-2	Employee training on human rights policies or procedures	91
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	33~37,95~19
413-2	Operations with significant actual and potential negative impacts on local communities	-
<b>GRI 414: Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	79~81
414-2	Negative social impacts in the supply chain and actions taken	79~81
<b>GRI 415: Public Policy</b>		
415-1	Political contributions	-
<b>GRI 416: Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	73~78
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Recalls, etc.</a>
<b>GRI 417: Marketing and Labeling</b>		
417-1	Requirements for product and service information and labeling	-
417-2	Incidents of non-compliance concerning product and service information and labeling	-
417-3	Incidents of non-compliance concerning marketing communications	-
<b>GRI 418: Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-
<b>GRI 419: Socioeconomic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	-

## TCFD Reference Table

### Governance

TCFD recommendations	Relevant articles
a) Describe the board's oversight of climate-related risks and opportunities.	P12 Sustainability Policy (Promotion system) P16 Suzuki Group Environmental Organization
b) Describe management's role in assessing and managing climate-related risks and opportunities.	P12 Sustainability Policy (Promotion system) P16 Suzuki Group Environmental Organization

### Strategy

TCFD recommendations	Relevant articles
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	P17 Response to the TCFD's recommendations (Climate-related risks and opportunities, and scenario analysis)
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	P17 Response to the TCFD's recommendations (Climate-related risks and opportunities, and scenario analysis)
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	P17 Response to the TCFD's recommendations (Climate-related risks and opportunities, and scenario analysis)

### Risk Management

TCFD recommendations	Relevant articles
a) Describe the organization's processes for identifying and assessing climate-related risks.	P12 Sustainability Policy (Promotion system) P16 Suzuki Group Environmental Organization
b) Describe the organization's processes for managing climate-related risks.	P16 Suzuki Group Environmental Organization
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	P16 Suzuki Group Environmental Organization P132 Risk Management System

### Metrics and Targets

TCFD recommendations	Relevant articles
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	P6 Suzuki Mid-term Management Plan (Apr. 2021 to Mar. 2026) ~"Sho-Sho-Kei-Tan-Bi"~ P19 Suzuki Environmental Vision 2050 P27 Suzuki Environmental Plan 2025
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	P17 Response to the TCFD's recommendations (Climate-related risks and opportunities, and scenario analysis) P38 Reduction in amount of CO2 emitted (Disclosure of GHG emissions occurred in the entire value chain) P139 Environmental Data
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	P6 Suzuki Mid-term Management Plan (Apr. 2021 to Mar. 2026) ~"Sho-Sho-Kei-Tan-Bi"~ P19 Suzuki Environmental Vision 2050 P27 Suzuki Environmental Plan 2025