

Notice of Convocation

of

the 160th Ordinary General Meeting of Shareholders

(English translation of the rest of the cover is omitted)

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To Our Shareholders

Thank you very much for your continued understanding and support.

In recent years, the business environment has increasingly become severe due to soaring raw material costs, heightened geopolitical risks, and other factors. Nevertheless, we believe that by facing this situation head-on and continuing to take on challenges, we will surely be able to find a way forward.

As a direction for future growth, the Company announced the Mid-Term Management Plan “By Your Side” in February last year, and the Technology Strategy 2025 for the next 10 years and its DX strategy in September of the same year.

By putting into practice our Founding Spirit, Mission Statement, and Philosophy of Conduct, we as Team Suzuki aim to be a presence that improves and supports the lives of our customers by providing products and services that are closely connected to our customers’ lives based on mobility, such as automobiles, motorcycles, and marine products, and aims for infrastructure mobility. In order to continue to be a familiar and dependable presence for our customers and society, we will not remain in the same line of business as before, but will carry out new initiatives. With a sense of urgency that we cannot overcome the severe environment if we remain as we are, each of us will enhance our capabilities and take on new challenges. As Team Suzuki, we will grow by taking on the challenge of discontinuity.

The Technology Strategy 2025, announced in September last year, builds on efforts to address environmental and energy challenges and expands its focus to actively tackle social issues related to people’s mobility through Suzuki’s unique technologies. Additionally, under the DX Strategy, announced in September last year, we will actively embrace innovations in AI technology, think beyond conventional boundaries, and deliver optimal mobility solutions to even more customers.

Under our vision of infrastructure mobility that is closely linked to the lives of our customers, we will develop what they really need in the Suzuki way, and by communicating our thoughts to our customers in our products, we aim to increase the value of Suzuki that is perceived by our customers and have them continue to choose Suzuki products.

Corporate growth is impossible without the health, safety, and growth of people. To remain a trusted member of society, we will continue to invest in people and the future. Also, based on an appropriate governance foundation and in collaboration with all stakeholders, we aim to pursue forward-thinking corporate management. By improving the job skills and earning potential of each employee, and through initiatives such as the technology strategy and DX strategy, we will efficiently and steadily achieve results and accomplish the Mid-Term Management Plan “By Your Side.”

We look forward to the continued support and encouragement of our shareholders.

Toshihiro Suzuki, Representative Director and President

May 2026

Mission Statement, Philosophy of Conduct, and Corporate Slogan

Vision (What We Aim for)

Team Suzuki aims for “an infrastructure mobility closely connected with people’s lives”

Mission Statement and Philosophy of Conduct (“Suzuki Operating System”)



“By Your Side”

Founding Spirit

To make the mother’s work easier

Founder Michio Suzuki The first machine gifted to his mother Suzuki Loom Works
1910s loom (reconstruction)

(For this English translation, the pictures are omitted.)

Mission Statement

Suzuki established the Mission Statement, which indicates the corporate policy of the Suzuki Group, in March 1962.

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

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

Philosophy of Conduct

[Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule)]

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

Deeply investigate the Fundamental Principles and continuously update the Fundamental Rules.

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

The phrase “Sho-Sho-Kei-Tan-Bi” is an abbreviated phrase that means “smaller, fewer, lighter, shorter, beauty” in Japanese. Suzuki’s basic policy of conducting efficient, high-quality manufacturing that eliminates waste was first expressed at its production sites using this phrase.

Thereafter, “Sho-Sho-Kei-Tan-Bi” became widely known as a motto for the entire Suzuki Group, reaching far beyond production to all manner of departments and situations, as well as its overseas operations.

The concepts highlighted by this motto are fully implemented in the manufacturing of Suzuki’s products. Over the years, the motto has become well established within Suzuki as words that simply express Suzuki’s

Philosophy of Conduct.

- “Smaller” leads to enhanced efficiency by making things compact,
- “Fewer” optimally distributes resources to what is most necessary by omitting waste
- “Lighter” slims down for enhanced efficiency,
- “Shorter” speeds up decision-making, action and reporting, communication, and consultation processes.
- The meaning behind “beauty” is that all activities are for the best interest of our customers, and that our customers can only be satisfied for the first time once we meet all criteria of performance, quality, cost, reliability, safety and security, and compliance.

[YARAMAIKA (Entrepreneurial Spirit)]

The ability to always maintain quick decision-making, close inter-personal relationships, and the flexibility required to address change is often cited as an example of “lean management.”

Even as the size of the Company grows, every employee will work hard to ensure that Suzuki does not succumb to big company disease. To fulfill our social missions, we will continue to boldly tackle challenges.

Corporate Slogan

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

To each Shareholder:

Suzuki Motor Corporation

300, Takatsuka-cho, Chuo-ku, Hamamatsu-City, Shizuoka-ken

Toshihiro Suzuki

Representative Director and President

Notice of Convocation of the 160th Ordinary General Meeting of Shareholders

We very much appreciate the support you have always given to us.

Now, we would hereby like to inform you that the 160th Ordinary General Meeting of Shareholders will be held as follows.

In convening this Ordinary General Meeting of Shareholders, the Company has taken electronic provision measures, which provide information contained in the Reference Documents, etc. for the General Meeting of Shareholders (the “matters subject to electronic provision measures”) in electronic format. The Company has posted this information on the following websites on the Internet under “Notice of Convocation of the 160th Ordinary General Meeting of Shareholders” and “The 160th Ordinary General Meeting of Shareholders Other matters subject to the electronic provision measures (Matters for which document delivery is omitted).”

The Company’s website: <https://www.globalsuzuki.com/ir/stock/toShareholders/> 2D Code

Tokyo Stock Exchange’s website (Listed Company Search):
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show> 2D Code

To view the information, please access the website above, input “Suzuki” in the Issue name (company name) box or “7269” (in half-width characters) in the Securities code box, and click to search. Then, click “Basic information” of SUZUKI MOTOR CORPORATION, and select “Documents for public inspection/PR information” to find “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” under “Filed information available for public inspection.”

The Portal of Shareholders’ Meeting (Sumitomo Mitsui Trust Bank, Limited):
<https://www.soukai-portal.net> (in Japanese)

Scan the QR code in the enclosed voting right exercise form or enter the “voting right exercise code/shareholders portal login ID” and the “password”.

(For this English translation, the QR codes are omitted.)

If you are unable to attend the meeting in person, you are entitled to exercise your voting right by either of the methods detailed next page. We cordially request that you exercise your voting right by 5:00 p.m. of Wednesday, June 24, 2026 after studying the reference documents for the General Meeting of Shareholders below.

The General Meeting of Shareholders will be broadcast live via the Internet for shareholders, enabling the viewing of the General Meeting of Shareholders at home. For details, please refer to “Information on Live Streaming for General Meeting of Shareholders” in P10.

Regards,

[Exercise of voting right by mail]

Please indicate your approval or disapproval of the agenda in the enclosed voting right exercise form and return it so that it will be delivered to us within the exercise period mentioned on the previous page.

[Exercise of voting right by the Internet]

Please check “Exercising voting rights by the Internet” in P7 and “Guidance for exercising voting rights by the Internet” in P8, and enter approval or disapproval of the agenda.

Particulars

1. Date and Time: 10:00 a.m., Thursday, June 25, 2026 (Registration: from 9:00 a.m.)

2. Place: 1-3-1 Higashiiba, Chuo-ku, Hamamatsu-City, Shizuoka-ken
Banquet Hall Otori, Hamamatsu Marriott Hotel
(former Grand Hotel Hamamatsu)
(Please refer to the “Map of the venue of the General Meeting of the Shareholders” at the end.)

3. Matters of purpose

Items to be reported:

1. Report on Business Report, Consolidated Financial Statements, Results of the auditing of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 160th fiscal year (from April 1, 2025 to March 31, 2026)
2. Report on the Financial Statements for the 160th fiscal year (from April 1, 2025 to March 31, 2026)

Items to be resolved:

Agenda Item 1: Disposal of Surplus
Agenda Item 2: Election of Nine (9) Directors
Agenda Item 3: Election of Two (2) Audit & Supervisory Board Members

4. Decisions upon convocation

- (1) No indication of approval or disapproval of each agenda item in the voting right exercise form shall be regarded as having indicated approval.
- (2) The last one shall be regarded as the effective exercise of the voting right if the voting right is exercised for multiple times by the Internet.
- (3) The exercise of voting rights by the Internet shall be regarded as the effective exercise of the voting right if the voting right is exercised by both of the Internet and the voting right exercise form.

5. Other Matters for this Notice of Convocation

Among the matters subject to electronic provision measures, we have posted “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements,” as well as “Non-Consolidated Statements of Changes in Net Assets” and “Notes to Non-Consolidated Financial Statements”, as part of Consolidated and Non-Consolidated Financial Statements on the websites stated in previous page in accordance with the laws and regulations and the provisions of the Articles of Incorporation. Accordingly, they are not provided in the paper copy delivered to shareholders who made a request for delivery of documents.

The documents subject to audit including those mentioned above have been audited by Audit & Supervisory Board Members and Accounting Auditors.

- End -

- If any amendments are made to matters subject to the electronic provision measures, such amendments will be posted on the websites described in previous page.

Guidance for exercising voting rights

[For those who will exercise voting rights by mail or the Internet]

<Exercising voting rights by mail>

Please express your approval or disapproval of the agenda in the enclosed voting right exercise form, and send us the form so that we receive it by the deadline indicated below:

Arrival deadline: 5:00 p.m., Wednesday, June 24, 2026

<Exercising voting rights by the Internet> (Please check the next page for details.)

Please access our voting right exercise website, and enter your approval or disapproval of the agenda by the deadline indicated below following instructions on the screen.

Input completion deadline: 5:00 p.m., Wednesday, June 24, 2026

Inquiries regarding exercise of voting rights by the Internet

Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Website Support

Exclusive number: 0120 (652) 031 (available 9:00–21:00)

[For those who will attend the meeting]

Please submit the enclosed voting right exercise form to the reception when you attend the meeting. Please also submit the letter of attorney to the reception if the proxy attends the meeting. Further, the proxy shall be limited to another shareholder who has the voting right of the Company. (Proxies and escorts who are not shareholder may not attend the meeting.)

Date and Time: 10:00 a.m., Thursday, June 25, 2026

Place: Banquet Hall Otori, Hamamatsu Marriott Hotel (former Grand Hotel Hamamatsu)

(For this English translation, the picture is omitted.)

Institutional investors:

If you are a nominal owner (including a standing proxy) such as a management trust bank and you previously applied for the use of the voting right electronic exercise platform, you may use the said platform as a method to exercise your voting rights by electromagnetic method for the General Meeting of Shareholders of the Company.

Guidance for exercising voting rights by the Internet

Input completion deadline: 5:00 p.m., Wednesday, June 24, 2026

(1) Exercising voting rights via smart phones, etc.

- a. Scan the QR code described in the voting right exercise form.
- b. From the “Exercise the voting right” button at the top of the Shareholders Portal website, open the screen to exercise your voting right.
- c. Follow the instructions of the screen to enter approval or disapproval.

(2) Exercising voting rights via personal computers, etc.

Visit the Shareholders Portal from the URL below and enter the “voting right exercise code/shareholders portal login ID” and the “password” described in the voting right exercise form. After logging in, follow the instructions on the screen to enter your approval or disapproval.

Shareholders Portal URL: <https://www.soukai-portal.net> (in Japanese)

(For this English translation, the pictures are omitted.)

You can also exercise your voting rights by accessing the Voting Right Exercise Website (<https://www.web54.net>) (in Japanese) and entering the “voting right exercise code/shareholders portal login ID” and the “password” described in the voting right exercise form.

- You will need the “voting right exercise code/shareholders portal login ID” and the “password” specified in the left hand section on the reverse side of the voting right exercise form in exercising the voting rights by the Internet. The notified password for this occasion will be effective only for this General Meeting of Shareholders.
- Please note that any expenses for accessing the voting right exercise website (internet access fee, telephone fee, etc.) shall be borne by you.
- If you want to change your vote after exercising your voting right, access the Voting Right Exercise Website (<https://www.web54.net>)(in Japanese) and enter the voting right exercise code/shareholders portal login ID and the password described in the voting right exercise form. (If you have changed the password, use the new password.)

(For this English translation, the picture is omitted.)

Advance questions accepted [Submission deadline: 5:00 p.m., Wednesday, June 17, 2026]

For this General Meeting of Shareholders, we will accept questions in advance from shareholders regarding the matters of purpose of this meeting through the “The Portal of Shareholders’ Meeting” (available in Japanese).

We plan to take up the questions of most interest to our shareholders at this General Meeting of Shareholders. In the same way as above, please access the “The Portal of Shareholders’ Meeting” and tap/click the “advance questions” button from the top screen.

The “advance question entry” screen will appear, and you will then follow the on-screen instructions to enter your question.

Notes:

- Each shareholder is limited to three questions.
- Please note that we will not respond to each question individually.
- For those questions that we were not able to address at the meeting, we will use them as a reference for future use.

(For this English translation, the picture is omitted.)

Live Streaming of the General Meeting of Shareholders

The General Meeting of Shareholders will be broadcast live via the Internet for shareholders to view the meeting from the comfort of their own homes or other locations.

Please note that you will need your shareholder ID (shareholder number shown on the voting form) to view the meeting.

If you wish to exercise your voting rights in advance in writing (by mail), please be sure to have your shareholder number handy before posting your vote.

Streaming date and time 10:00 a.m., Thursday, June 25, 2026
(It will be possible to connect from 9:30 a.m., prior to the opening of the event.)

How to view (1) Please access the live-streaming site from the URL below.

<https://v.srdb.jp/7269/2026soukai/>

(2) Enter your shareholder ID and password in accordance with the following instructions.

Shareholder ID: Shareholder number (9-digit number) as shown on the voting form
Password: suzuki2026

(For this English translation, the QR code is omitted.)

Notes on viewing the live streaming

We would like to ask for your understanding in advance regarding the following matters.

- Shareholders who are viewing the live broadcast will not be able to participate in resolutions on the day of the meeting. Please exercise your voting rights in advance by mail or via the Internet. Similarly, we will not be able to accept questions or comments during the day's deliberations.
- Please be aware that video and audio may be disrupted, or transmission may be interrupted, depending on the Internet connection environment and other factors.
- Depending on the equipment you use, your network environment, etc., viewing may not be possible in some cases.
- The telecommunication charges for viewing the video are to be borne by the shareholder.
- Photographing, filming, or recording the live broadcast, as well as posting it on social media or other platforms, is prohibited.
- Shareholder IDs and passwords must not be provided to third parties.
- In consideration of the privacy of shareholders attending the meeting, only the vicinity of the chairman's and board members' seats will be shown in the video.

For inquiries regarding live streaming connections, please contact:

Phone: 0120-176-046

Date and time for inquiries: 9:00 a.m. – 12:00 p.m., Thursday, June 25

(Inquiries are accepted only on the day of the General Meeting of Shareholders.)

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

MATTERS TO BE RESOLVED AND REFERENCE MATTERS

Agenda Item 1: Disposal of Surplus

We are committed to providing returns to our shareholders who hold our shares for the medium to long term through the enhancement of corporate value and progressive dividends.

Specifically, we aim to enhance corporate value through the realization of our Mid-Term Management Plan by pursuing growth investments centered on expanding production capacity to meet the growing demand in India and developing technologies aimed at minimizing energy consumption.

In terms of shareholder returns, we will distribute dividends on a stable and continuous basis based on the principle of progressive dividends. As outlined in the Mid-Term Management Plan which was announced on February 2025, we will adopt DOE as a new indicator suitable for progressive dividends, starting from the fiscal year ended March 31, 2026, and raise the DOE level to 3.0% to strengthen shareholder returns.

In line with this policy, we have set the year-end dividend per share at 24 yen and the annual dividend at 46 yen for the fiscal year ended March 31, 2026. This annual dividend represents an increase of 5 yen (12.2%) compared to the previous year's dividend of 41 yen.

1. Matters for year-end dividend

(1) Matters for distribution of dividend assets to shareholders and their total amount

¥24.00 per ordinary share of the Company Total amount ¥46,311,283,032

(2) Effective date of distribution of surplus June 26, 2026

2. Matters for other disposals of the surplus

(1) Item and amount of the decreased surplus

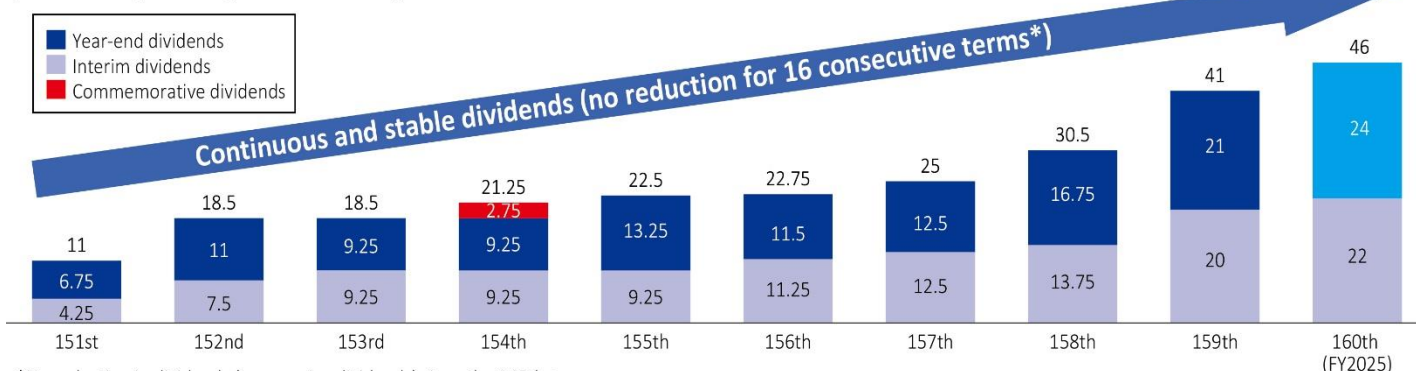
Retained earnings brought forward ¥156,000,000,000

(2) Items and amount of the increased surplus

General reserve ¥156,000,000,000

(Reference) History of dividends per share

Unit: Yen



*No reduction in dividends (progressive dividends) since the 145th term.

*Effective April 1, 2024, the Company conducted a four-for-one common stock split. For comparison with the current term, dividends for the 158th term and prior terms are stated on a post-stock split basis.

Agenda Item 2: Election of Nine (9) Directors

The term of office of each of the nine (9) current Directors are due to expire at the close of this General Meeting of Shareholders. Accordingly, we propose the election of nine (9) Directors.

The names and particulars of the candidates for the position of Director are provided below.

Candidate number	Name		Current positions at the Company	Attendance at the Board of Directors	Years of service (at the close of this meeting)
1	Toshihiro Suzuki	Reappointment Male	Representative Director & President (Chairman of the Board of Directors)	93% (13 times / 14 times)	23 years
2	Naomi Ishii	Reappointment Male	Representative Director & Executive Vice President	100% (14 times / 14 times)	3 years
3	Katsuhiro Kato	Reappointment Male	Director & Executive Vice President	100% (14 times / 14 times)	2 years
4	Eiichi Muramatsu	Reappointment Male	Director & Senior Managing Officer	100% (11 times / 11 times)	1 year
5	Kazuo Ichino	New appointment Male	Senior Managing Officer	—	—
6	Hideaki Domichi	Reappointment Male Outside Director Independent Director	Outside Director	100% (14 times / 14 times)	6 years
7	Shun Egusa	Reappointment Male Outside Director Independent Director	Outside Director	100% (14 times / 14 times)	4 years
8	Naoko Takahashi	Reappointment Female Outside Director Independent Director	Outside Director	93% (13 times / 14 times)	3 years
9	Asako Aoyama	Reappointment Female Outside Director Independent Director	Outside Director	100% (11 times / 11 times)	1 year

(Note) The attendance of Mr. Eiichi Muramatsu and Ms. Asako Aoyama at meetings of the Board of Directors is those held after their assumption of office on June 27, 2025.

The Company has concluded with an insurance company a directors and officers liability insurance as provided under Paragraph 1, Article 430-3 of the Companies Act. Under the insurance contract, damages and litigation costs caused as a result of the insured assuming liability regarding the execution of his/her duties or receiving claims pertaining to the pursuit of such liability shall be covered. All candidates will be the insured under the insurance contract if their election is approved. The Company plans to renew the contract with the same contents at the next time of renewal.

Candidate No. 1 Toshihiro Suzuki (Date of birth: March 1, 1959) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 704,470	<p>Jan. 1994 Joined the Company</p> <p>Apr. 2000 Plant Manager of Iwata Plant, Manufacturing</p> <p>Apr. 2001 Delegated as resident officer at General Motors (U.S.A.)</p> <p>Apr. 2003 Executive General Manager of Product Planning Operations, Automobile Engineering</p> <p>Jun. 2003 Director</p> <p>Jun. 2006 Director & Senior Managing Officer</p> <p>Apr. 2011 Director & Senior Managing Officer, Corporate Planning Committee Member, and Executive General Manager of Corporate Planning Office</p> <p>Jun. 2011 Representative Director & Executive Vice President</p> <p>Oct. 2013 Representative Director & Executive Vice President, Assistant to President, and in charge of Global Marketing</p> <p>Jun. 2015 Representative Director & President</p> <p>Apr. 2019 Representative Director & President, Executive General Manager of Motorcycle Company</p> <p>Jun. 2020 Representative Director & President</p> <p>Jun. 2021 Representative Director & President (Chairman of the Board of Directors) (To the present)</p>
Attendance at the Board of Directors: 93% (13 times / 14 times)	
Years of service as Director (at the close of this meeting): 23 years	
	Important concurrent office(s)
	Chairman of Suzuki Foundation Chairman of Suzuki Education and Culture Foundation
	Special interest between the candidate and the Company
	<p>The Company pays fundamental property to Suzuki Foundation^{*1} and Suzuki Education and Culture Foundation^{*2}, for which Mr. Toshihiro Suzuki is appointed as Chairman.</p> <p>*1 Suzuki Foundation was established in 1980 as a commemorative project to mark the Company's 60th anniversary with the goals of providing financial assistance for scientific research on machinery for people's daily lives, including compact motor vehicles.</p> <p>*2 Suzuki Education and Culture Foundation was established in 2000 as a commemorative project to mark the Company's 80th anniversary with the goal of making contributions to the nurturing of healthy youths in Shizuoka Prefecture as well as promotion of international exchange.</p>
	<p>Reason to elect him as a candidate of Director:</p> <p>Mr. Toshihiro Suzuki has business experience in vast fields such as design, production, product planning, corporate planning, global marketing and motorcycle operations. Since June 2011, he has demonstrated his management skills as Representative Director, and since the transition to a collective leadership structure led by himself in June 2021, he has continued to strengthen the Company's operating system, which consists of the Mission Statement and three Philosophy of Conduct, without changing its underlying framework. In addition, he has been taking the initiative in stimulating internal communication by emphasizing dialogues with Directors and employees, as well as improving the effectiveness of the Board of Directors by respecting free and open discussions with Outside Directors and Audit & Supervisory Board Members.</p> <p>The Company will implement its Mid-Term Management Plan "By Your Side," and, as Team Suzuki, will aim for "an infrastructure mobility closely connected to people's lives." In order to fulfil these ambitions, Mr. Suzuki's ample management experience and strong leadership will be indispensable. The Company therefore proposes his continued election as Director.</p>

Candidate No. 2 Naomi Ishii (Date of birth: June 6, 1965) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 55,908	Apr. 1989 Joined Toyota Motor Corporation Oct. 2020 Joined the Company Managing Officer and Assistant to President
Attendance at the Board of Directors: 100% (14 times / 14 times)	Apr. 2021 Senior Managing Officer Jun. 2021 Senior Managing Officer, Assistant to President, and Executive General Manager of Corporate Planning Office
Years of service as Director (at the close of this meeting): 3 years	Jan. 2022 Senior Managing Officer, Assistant to President, Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources/General Affairs & Legal/IP, Finance, and Global IT Executive General Manager of Corporate Planning Office Apr. 2022 Executive Vice President Jun. 2023 Representative Director & Executive Vice President Apr. 2026 Representative Director & Executive Vice President, Assistant to President, Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, Global Communications, Global Public Affairs, and India Corporate Field (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	Reason to elect him as a candidate of Director: Since entering the Company in October 2020, as an Assistant to President, Mr. Naomi Ishii has supported in the Company's transition in June 2021 to the collective leadership structure led by President Toshihiro Suzuki. In addition, he has broadly directed the corporate division and many other divisions, promoting the structural transformation, personnel system reforms, and improvements in the effectiveness of corporate governance. Since June 2023, as Representative Director & Executive Vice President, he has contributed to enhancing the Company's corporate value by both overall management decision-making and supervision of business execution. The Company will implement its Mid-Term Management Plan "By Your Side," and, as Team Suzuki, will aim for "an infrastructure mobility closely connected to people's lives." In order to fulfil these ambitions, Mr. Ishii's vast business experience and insight as well as his deep empathy are indispensable. The Company therefore proposes his continued election as Director.

Candidate No. 3 Katsuhiro Kato (Date of birth: January 20, 1964) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 20,927	Apr. 1986 Joined the Company
Attendance at the Board of Directors: 100% (14 times / 14 times)	Apr. 2012 General Manager of Automobile Engines Design II, Automobile Engineering Jul. 2015 Deputy Executive General Manager of Customer Quality Assurance and General Manager of Automobile Quality Research
Years of service as Director (at the close of this meeting): 2 years	Nov. 2016 Executive General Manager of Automobile Product & Cost Planning Jul. 2017 Managing Officer Dec. 2020 Managing Officer, Executive General Manager of Customer Quality Assurance and Service Oct. 2021 Managing Officer, Executive General Manager of Quality Assurance and Inspection, and Chief Officer of Inspection Reform Committee Apr. 2023 Senior Managing Officer, Responsible for Vehicle Regulations and Engineering Administration, Automobile Vehicle Engineering, Automobile Powertrain Engineering, and Automobile Electrical/Electronic/EV Engineering Executive General Manager of Automobile Powertrain Engineering Jan. 2024 Senior Managing Officer and Chief Technology Officer Jun. 2024 Director & Senior Managing Officer Apr. 2025 Director & Executive Vice President Apr. 2026 Director & Executive Vice President, Chief Technology Officer, Responsible for Technology Strategy, Battery Development, Automobile Electric Engineering, Automobile Internal Combustion Powertrain Engineering, Automobile Electrical and Electronic Engineering, Automobile Body Engineering, Automobile Vehicle Dynamics Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	Reason to elect him as a candidate of Director: Mr. Katsuhiro Kato acquired extensive business experience in the areas of automobile engineering, product planning and quality assurance. To date, he has contributed to strengthening the Company's technological competitiveness through initiatives such as ensuring product quality and speeding up quality measures, fundamentally reorganizing the technology division, formulating technology strategies, and cross-sectional direction of overall technology-related activities of the Company's business. He assumed the position of Director in June 2024 and since April 2025, he has contributed to enhancing the corporate value of the Company by both overall management decision-making and supervision of business execution as Director & Executive Vice President, as well as business execution in his role as Chief Technology Officer. The Company will implement its Mid-Term Management Plan "By Your Side," and, as Team Suzuki, will aim for "an infrastructure mobility closely connected to people's lives." The Company wishes to continue to provide valuable products and services that meet its customers' needs. In order to fulfil these ambitions, Mr. Kato's ample experience and insight as well as his strong driving force will be indispensable. The Company therefore

	<p>proposes his continued election as Director.</p>
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Candidate No. 4 Eiichi Muramatsu (Date of birth: January 26, 1962) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 6,260	Apr. 1984 Joined the Company Apr. 2008 President and Representative Director, Suzuki Motor Sales Keiyo Inc. Apr. 2012 General Manager of Central Japan Marketing Div. and General Manager of Domestic Marketing Promotion Div., Domestic Marketing, the Company Feb. 2015 President and Representative Director, Suzuki Motor Sales Gunma Inc. Apr. 2017 President and Representative Director, Suzuki Motor Sales Chiba Inc. Apr. 2022 In charge of Domestic Marketing II, Domestic Marketing and General Manager of West Japan Marketing Div., the Company Apr. 2024 Managing Officer, Executive General Manager of Global Marketing Management Apr. 2025 Senior Managing Officer, Chief Global Marketing Officer Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations, and Spare Parts and Accessories Jun. 2025 Director & Senior Managing Officer Apr. 2026 Director & Senior Managing Officer, Chief Global Marketing Officer, Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Spare Parts and Accessories, and Global Financial Services (To the present)
Attendance at the Board of Directors: 100% (11 times / 11 times) (After his assumption of office on June 27, 2025)	
Years of service as Director (at the close of this meeting): 1 year	
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	Reason to elect him as a candidate of Director: Mr. Eiichi Muramatsu has extensive work experience in the domestic automobile business, including planning marketing measures and serving as president of distribution companies. Since April 2024, he has been promoting the realization of synergy on a global basis by enhancing the unity of the domestic and overseas automobile business and strengthening the horizontal deployment of initiatives and problem-solving measures. Since June 2025, as Director & Senior Managing Officer, he has contributed to enhancing the corporate value of the Company by both overall management decision-making and supervision of business execution, as well as business execution in his role as Chief Global Marketing Officer. The Company will implement its Mid-Term Management Plan “By Your Side,” and, as Team Suzuki, will aim for “an infrastructure mobility closely connected to people’s lives.” In order to fulfil these ambitions, it is essential to plan and implement marketing strategies to provide products and services that meet the needs and preferences of customers in each country and region. Mr. Muramatsu’s extensive experience and insight are indispensable in these areas. The Company therefore proposes his continued election as Director.

Candidate No. 5 Kazuo Ichino (Date of birth: July 8, 1966) [New appointment]	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 12,147	Apr. 1989 Joined the Company
	Oct. 2015 Plant Manager of Manesar Plant, Maruti Suzuki India Limited (based in India)
	Jun. 2019 Deputy Executive General Manager of Manufacturing and Department General Manager, Production Engineering Paint & Assembly Department, the Company
	Oct. 2020 Plant Manager of Kosai Plant, Manufacturing, and in charge of Painting Plant in Manufacturing
	Oct. 2021 Executive General Manager of Manufacturing, and in charge of Painting Plant in Manufacturing, and Deputy Chief Officer, Inspection Reform Committee
	Apr. 2022 Managing Officer
	Apr. 2025 Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, and India Quality, Procurement, and Manufacturing
	Apr. 2026 Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement, and Manufacturing (To the present)
	Important concurrent office(s)
	None
Special interest between the candidate and the Company	
None	
Reason to elect him as a candidate of Director:	
<p>Mr. Kazuo Ichino has extensive management experience and business experience in the production engineering field at the manufacturing sites domestically and internationally, including in Japan, the Group's mother production base, and India, a key market, and has contributed to the development of a global supply structure. Since April 2025, he has been overseeing quality, procurement, manufacturing, and production engineering broadly and cross-functionally.</p> <p>The Company will implement its Mid-Term Management Plan "By Your Side," and, as Team Suzuki, will aim for "an infrastructure mobility closely connected to people's lives." In order to fulfil these ambitions, it is essential to further strengthen the supply structure and advance the creation of the "Suzuki Smart Factory," which combines our core manufacturing philosophy of "Sho-Sho-Kei-Tan-Bi" with the promotion of digitalization to achieve carbon neutrality. Mr. Ichino's ample experience and insight are indispensable in these areas. The Company therefore proposes his election as Director.</p>	

Candidate No. 6 Hideaki Domichi (Date of birth: December 14, 1948) [Reappointment] [Outside Director] [Independent Director]	
Number of concurrent director or auditor positions at listed companies: None	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 4,886	Apr. 1972 Joined Ministry of Foreign Affairs Aug. 2003 Director-General of Middle Eastern and African Affairs Bureau of Ministry of Foreign Affairs Jun. 2004 Ambassador of Japan to Iran Sep. 2007 Ambassador of Japan to India and Kingdom of Bhutan Feb. 2011 Ambassador in Charge of Economic Diplomacy Apr. 2012 Executive Senior Vice President of Japan International Cooperation Agency Oct. 2016 Senior Managing Officer of Hotel Management International Co., Ltd. Jun. 2017 External Audit & Supervisory Board Member of Konoike Transport Co., Ltd. Jun. 2020 Outside Director of the Company (To the present)
Attendance at the Board of Directors: 100% (14 times / 14 times)	Important concurrent office(s) None
Years of service as Director (at the close of this meeting): 6 years	Special interest between the candidate and the Company None
	Reason to elect him as a candidate of Outside Director and his expected roles: Having a wealth of international experience as a diplomat and deep insight into world affairs, Mr. Hideaki Domichi has been engaged in various issues such as the environment and society on a global scale. Based on this experience and knowledge, as an Outside Director, he provides the Company with useful suggestions, advice, and appropriate supervision on our management. During FY2025, he provided opinions from a wide range of perspectives on various topics, including the verification of capital allocation during the term of the mid-term management plan, the coexistence and co-creation between foreign and Japanese communities, the approach to investing in startups, employee satisfaction surveys, the penetration of the whistleblowing system, among other topics. Mr. Domichi also contributed to the improvement of the effectiveness of the Board of Directors by making recommendations on agenda setting, etc. Furthermore, as a member of the Committee on Personnel and Remuneration, etc., he also supervised the management team's personnel and remuneration system. The Company therefore proposes his continued election as Outside Director based on the judgment that he will play these roles and perform duties properly as Outside Director.
	Matters concerning independence: Mr. Hideaki Domichi currently serves as Outside Director of the Company. He has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc., and will continue to be an independent director when reelected according to this agenda. Mr. Hideaki Domichi worked for Hotel Management International Co., Ltd. (HMI Hotel Group) from October 2016 to January 2019 after working for the Ministry of Foreign Affairs and Japan International Cooperation Agency. The Group has transactions with Grand Hotel Hamamatsu (currently Hamamatsu Marriott Hotel), an affiliate of HMI Hotel Group, regarding facility usage, etc., but these transactions have been ongoing since before February 2014, when Grand Hotel Hamamatsu became an affiliate of HMI Hotel Group. Note that the annual payment from the Group to HMI Hotel Group is less than 1% of the annual net sales of HMI Hotel Group and the consolidated revenue of the Group.

Outline of Contract for Limitation of Liability:

The Company concluded with Mr. Hideaki Domichi a liability limitation agreement for the liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided in Paragraph 1, Article 425 of the Act. If Mr. Hideaki Domichi is reelected in this agenda, the Company will continue the contract with him.

Candidate No. 7 Shun Egusa (Date of birth: January 20, 1958) [Reappointment] [Outside Director] [Independent Director]	
	Number of concurrent director or auditor positions at listed companies: None
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 3,380	Apr. 1985 Joined Toshiba Corporation
	Jul. 2017 Director of Toshiba Infrastructure Systems & Solutions Corporation
Attendance at the Board of Directors: 100% (14 times / 14 times)	Apr. 2019 Vice President of Battery Division of Toshiba Corporation
	Apr. 2020 Corporate Officer and Corporate Vice President of Battery Division of Toshiba Corporation
	Apr. 2021 Fellow of Toshiba Corporation
	Apr. 2022 Guest Senior Researcher/Guest Professor of Future Innovation Institute, Research Organization for Nano & Life Innovation and Visiting Professor of Research Council, Waseda University (To the present)
Years of service as Director (at the close of this meeting): 4 years	Jun. 2022 Outside Director of the Company (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	Reason to elect him as a candidate of Outside Director and his expected roles:
	Having been involved for many years with the creation of new lithium-ion battery business and its expansion, Mr. Shun Egusa has high-level expertise on battery technology, and experience of serving as the director and corporate officer of private companies. Based on this experience and knowledge, he provides the Company with useful suggestions, advice, and appropriate supervision on our management. During FY2025, he provided opinions from a wide range of perspectives on various topics, including global trends in the battery field, an explanation of investments in startups and their significance, thorough monitoring of progress toward the mid-term management plan, and the effectiveness of internal audits and the whistleblowing system, among other topics. Mr. Egusa also contributed to the improvement of the effectiveness of the Board of Directors by making recommendations on agenda setting, etc. Furthermore, as a member of the Committee on Personnel and Remuneration, etc., he also supervised the management team's personnel and remuneration system. The Company therefore proposes his continued election as Outside Director based on the judgment that he will play these roles and perform duties properly as Outside Director.
	Matters concerning independence:
	Mr. Shun Egusa currently serves as Outside Director of the Company. He has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc., and will continue to be an independent director when reelected according to this agenda.
	The Group has transactions including development of batteries for automobiles with Toshiba Corporation and its group companies where Mr. Shun Egusa worked, but the annual payment from the Group to the Toshiba Group is less than 1% of the consolidated net sales of the Toshiba Group and the consolidated revenue of our Group.

	<p>Outline of Contract for Limitation of Liability:</p>
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	<p>The Company concluded with Mr. Shun Egusa a liability limitation agreement for the liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided in Paragraph 1, Article 425 of the Act. If Mr. Shun Egusa is reelected in this agenda, the Company will continue the contract with him.</p>
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Candidate No. 8 Naoko Takahashi (Date of birth: May 6, 1972) [Reappointment] [Outside Director] [Independent Director]	
Number of concurrent director or auditor positions at listed companies: 1	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 5,269	<p>Sep. 2000 Won the gold medal in the women's marathon at the Sydney 2000 Olympics</p> <p>Oct. 2000 Received the People's Honor Award</p> <p>Jun. 2013 Director of Japan Association of Athletics Federations Executive Board Member of Japanese Olympic Committee</p> <p>Nov. 2018 Chairperson of Para-Sports Development Network of Japan (To the present)</p>
Attendance at the Board of Directors: 93% (13 times / 14 times)	<p>Mar. 2021 Director of The Tokyo Organising Committee of the Olympic and Paralympic Games</p> <p>Jun. 2021 Executive Director of Japan Association of Athletics Federations</p> <p>Jun. 2022 Outside Director of Starts Corporation Inc. (To the present)</p> <p>Jun. 2023 Outside Director of the Company (To the present) Director of Japanese Para Sports Association (To the present)</p>
Years of service as Director (at the close of this meeting): 3 years	Important concurrent office(s)
	Chairperson of Para-Sports Development Network of Japan Outside Director of Starts Corporation Inc. <concurrent outside director position at listed company>
	Special interest between the candidate and the Company
	None
	<p>Reason to elect her as a candidate of Outside Director and her expected roles:</p> <p>Ms. Naoko Takahashi won the gold medal in the Olympic marathon by consistently setting targets, engaging in daily training and monitoring her progress to ensure she achieved her targets, and building trust with the people involved. After retiring as an athlete, she visited impoverished regions and environmentally contaminated regions in developing countries in the project which she makes efforts for, and as an Official Supporter of Japan International Cooperation Agency. She has been addressing activities related to social and environmental issues with thinking what she can do at all times by seeing the current situation for herself. Based on this experience and knowledge, she provides the Company with useful suggestions, advice and appropriate supervision on our management. During FY2025, she provided opinions from a wide range of perspectives on various topics, including the promotion and career development of women, the visualization of progress toward company targets for individual employees, each division, and the company as a whole, the sharing of measures to prevent the recurrence of risk incidents, the reliability of the whistleblowing system, among other topics. Ms. Takahashi also contributed to the improvement of the effectiveness of the Board of Directors by making recommendations on agenda setting, etc. Furthermore, as a member of the Committee on Personnel and Remuneration, etc., she also supervised the management team's personnel and remuneration system, etc. The Company therefore proposes her continued election as Outside Director based on the judgment that given her contributions she will play these roles and perform duties properly as Outside Director, although she has never participated in company management in capacity other than serving as Outside Director.</p>
	<p>Matters concerning independence:</p> <p>Ms. Naoko Takahashi currently serves as Outside Director of the Company. She has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc., and will continue to be an independent director when</p>

	<p>reelected according to this agenda.</p> <p>The Group does not have any transactions with Ms. Naoko Takahashi and Para-Sports Development Network of Japan, of which she is the Chairperson.</p> <hr/> <p>Outline of Contract for Limitation of Liability:</p> <p>The Company concluded with Ms. Naoko Takahashi a liability limitation agreement for the liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided in Paragraph 1, Article 425 of the Act. If Ms. Naoko Takahashi is reelected in this agenda, the Company will continue the contract with her.</p>
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Candidate No. 9 Asako Aoyama (Date of birth: March 14, 1972) [Reappointment] [Outside Director] [Independent Director]	
Number of concurrent director or auditor positions at listed companies: None	
<Portrait omitted>	Resume, current positions and areas in charge
Number of shares of the Company held: 366	Apr. 1994 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Apr. 1997 Registered as a Certified Public Accountant Sep. 2001 Joined Merrill Lynch Japan Securities Co., Ltd. Oct. 2004 Joined Coca-Cola (Japan) Co., Ltd. Mar. 2011 Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.), serving as Director and CFO
Attendance at the Board of Directors: 100% (11 times / 11 times) (After her assumption of office on June 27, 2025)	Jul. 2013 Senior Executive Officer, General Manager of Finance and Accounting, Coca-Cola East Japan Co., Ltd. May 2017 Executive Officer, Coca-Cola Bottlers Japan Inc. Jun. 2018 Outside Audit & Supervisory Board Member, Taiyo Holdings Co., Ltd. Jan. 2020 Joined NEC Corporation Jun. 2020 Outside Director of Taiyo Holdings Co., Ltd. Apr. 2022 Executive Officer, NEC Corporation Apr. 2023 Corporate SVP, Head of FP&A Division, and Head of Global Finance, NEC Corporation
Years of service as Director (at the close of this meeting): 1 year	Jun. 2025 Outside Director of the Company (To the present) Nov. 2025 CFO of Electronic Components Business Company, TDK Corporation (To the present)
	Important concurrent office(s)
	CFO of Electronic Components Business Company, TDK Corporation
	Special interest between the candidate and the Company
	None
	Reason to elect her as a candidate of Outside Director and her expected roles: Following her experiences as a Certified Public Accountant, accounting audits and assisting in establishing internal controls, and in M&A advisory at a foreign securities firm, Ms. Asako Aoyama has held a number of important finance-related positions such as chief financial officer of a company. She also has experience serving as an outside director. Based on these experiences and insight, she provides the Company with useful suggestions, advice and appropriate supervision on our management. During FY2025, she provided opinions from a wide range of perspectives on various topics, including discussions on exit strategies for startup investments, capital allocation, reduction of cross-shareholdings, creating opportunities for dialogue with institutional investors, promotion of women, among other topics. Ms. Aoyama also contributed to the improvement of the effectiveness of the Board of Directors by making recommendations on agenda setting, etc. Furthermore, as a member of the Committee on Personnel and Remuneration, etc., she also supervised the management team's personnel and remuneration system, etc. The Company therefore proposes her continued election as Outside Director based on the judgment that given her contributions she will play these roles and perform duties properly as Outside Director.

Matters concerning independence:

Ms. Asako Aoyama currently serves as Outside Director of the Company. She has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc., and will continue to be an independent director when reelected according to this agenda.

Although there are transactions between our Group and NEC Corporation, where Ms. Aoyama was employed, and its group companies, including development of automotive software, the annual payment from the Group to the NEC Group accounts for less than 1% of the consolidated revenue of each of the NEC Group and our Group. In addition, the Group does not have any transactions with TDK Corporation, where Ms. Aoyama is employed, or its group companies.

Outline of Contract for Limitation of Liability:

The Company concluded with Ms. Asako Aoyama a liability limitation agreement for the liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided in Paragraph 1, Article 425 of the Act. If Ms. Asako Aoyama is reelected in this agenda, the Company will continue the contract with her.

Agenda Item 3: Election of Two (2) Audit & Supervisory Board Members

Audit & Supervisory Board Members Taisuke Toyoda and Norihisa Nagano will retire due to resignation at the close of this General Meeting of Shareholders. Accordingly, we propose the election of two (2) Audit & Supervisory Board Members. The names and particulars of the candidates for the position of Audit & Supervisory Board Member are provided below. We have acquired the consent of the Audit & Supervisory Board in relation to this agenda.

Since Mr. Ryo Kawamura will be appointed as a substitute for Mr. Taisuke Toyoda and Ms. Naomi Muramatsu will be appointed as a substitute for Mr. Norihisa Nagano, their terms of office will continue until the expiration of the terms of the retiring Audit & Supervisory Board Members in accordance with the provisions of the Company's Articles of Incorporation.

Candidate number	Name		Current positions at the Company	Attendance at the Board of Directors	Attendance at the Audit & Supervisory Board	Years of service (at the close of this meeting)
1	Ryo Kawamura	New appointment Male	Managing Officer		—	
2	Naomi Muramatsu	New appointment Female Outside Audit & Supervisory Board Member Independent Audit & Supervisory Board Member	—		—	

Candidate No. 1 Ryo Kawamura (Date of birth: March 31, 1963) [New appointment]	
<Portrait omitted> Number of shares of the Company held: 12,517	Resume and current positions
	Apr. 1985 Joined the Company Jul. 2012 Department Manager, Domestic Distributors Division, Audit Department Nov. 2016 Division Manager, Finance Division, Finance Sep. 2019 Executive General Manager of Finance Apr. 2022 Managing Officer Apr. 2026 Managing Officer, Finance (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	Reason to elect him as a candidate of Audit & Supervisory Board Member:
	Mr. Ryo Kawamura has ample business experience in the internal audit and financial divisions. The Company therefore proposes his election as Audit & Supervisory Board Member based on the judgment that he is able to perform duties as Audit & Supervisory Board Member properly based on the expertise he has cultivated in these areas, including internal control systems, audits by Audit & Supervisory Board Members, audits by Accounting Auditor, internal audits, and the coordination among these three types of audits, as well as his knowledge of finance and corporate accounting.

Candidate No. 2 Naomi Muramatsu (Date of birth: July 20, 1972) [New appointment] [Outside Audit & Supervisory Board Member] [Independent Audit & Supervisory Board Member] Number of concurrent director or auditor positions at listed companies: 2	
<Portrait omitted> Number of shares of the Company held: 0	Resume and current positions
	Oct. 2002 Registered as Attorney Joined Ishizuka Muramatsu Law Office (To the present)
	Feb. 2011 Outside Auditor, SALA Corporation
	Feb. 2020 Outside Director (Audit and Supervisory Committee Member), SALA Corporation
	Jun. 2022 Outside Director (Audit and Supervisory Committee Member), ENSHU Limited (To the present)
	Jun. 2023 Outside Director, Kawai Musical Instruments Manufacturing Co., Ltd. (To the present)
	Dec. 2024 Outside Director (Audit and Supervisory Committee Member), Pi PHOTONICS, INC (To the present)
	Apr. 2025 President, Shizuoka Bar Association
Important concurrent office(s)	
Attorney Outside Director (Audit and Supervisory Committee Member), ENSHU Limited <concurrent outside director position at listed company> Outside Director, Kawai Musical Instruments Manufacturing Co., Ltd. <concurrent outside director position at listed company>	
Special interest between the candidate and the Company	
None	
Reason to elect her as a candidate of Outside Audit & Supervisory Board Member: Ms. Naomi Muramatsu has the specialized legal knowledge as an attorney and the expertise cultivated through her ample business experience. She also possesses a wealth of experience as an Outside Director of listed companies and an Outside Auditor. The Company therefore proposes her election as Audit & Supervisory Board Member based on the judgment that she is able to perform duties as Outside Audit & Supervisory Board Member properly based on her expertise, knowledge, and experience including providing advice on internal control systems and contributing to the further strengthening of the audit framework, although she has never participated in company management in capacity other than serving as Outside Director.	
Matters concerning independence: If Ms. Muramatsu's appointment is approved in this agenda, the Company will have her filed as an independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc. The Group does not have any transactions with Ms. Muramatsu and Ishizuka Muramatsu Law Office where Ms. Muramatsu is employed.	
Outline of Contract for Limitation of Liability: If the election of Ms. Naomi Muramatsu is approved in this agenda, the Company will enter into a liability limitation agreement with her for the liability under Paragraph 1, Article 423, of the Companies Act as the minimum amount of the limit for liability provided in Paragraph 1, Article 425 of the Act.	

The Company has concluded with an insurance company a directors and officers liability insurance as provided under Paragraph 1, Article 430-3 of the Companies Act. Under the insurance contract, damages and litigation costs caused as a result of the insured assuming liability regarding the execution of his/her duties or receiving claims pertaining to the pursuit of such liability shall be covered. All candidates will be the insured under the insurance contract if their election is approved. The Company plans to renew the contract with the same contents at the next time of renewal.

(Reference) Structure of Directors and Audit & Supervisory Board Members and their experience, knowledge, and specialization if Agenda Items No. 2 and No. 3 are approved

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

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

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

Vision of Our Founder	“Always have ideas by focusing on the customer. If the customer needs something, we must do whatever we can to respond. We can do anything if we work hard.”
Mission Statement	<ol style="list-style-type: none"> 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
Philosophy of Conduct	Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule), Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty), YARAMAIKA (Entrepreneurial Spirit)
Corporate Slogan	<p>By Your Side</p> <p>Not just supporting mobility, but becoming closely connected with people's lives. Enriching your life by being there for you every day. Closer, and for longer. We strive to be your reliable partner for life.</p>
Company's Vision	Team Suzuki aims for “an infrastructure mobility closely connected with people's lives”
Management Strategies	<p>Growth strategy for FY2030</p> <p>Mid-Term Management Plan “By Your Side” (FY2025-FY2030)</p> <p>Technology strategy, India strategy, Automobile business strategy, Motorcycle business strategy, Marine business strategy, Battery, New business areas, Collaboration with startups and local communities, Biogas initiative, Financial strategy, Carbon neutrality, Utilizing AI in business operations, Human capital development, India human capital</p>
	<p>Technology strategy 2025 for the next 10 years</p> <p>Light-weight and safety body, High-efficiency ICE, CNF technology, Lean-Battery EV and HEV, SDV right, Easy recyclability and disassembly design, Team Suzuki CN Challenge, Biogas initiative, Suzuki Smart Factory</p>
	<p>DX strategy</p> <p>Transformation of human resources, Organizational and cultural transformation, Transformation of products and services</p>

(This is an English translation of the original Notice in the Japanese language mailed to shareholders in Japan and is for reference purpose only. If there are any discrepancies between this document and the original Japanese Notice, the original Japanese Notice prevails.)

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

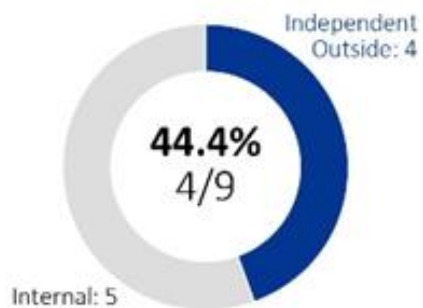
Name		Corporate management (◎ Representative Director)	"Monozukuri" (Better Product Development) *	Sales / Marketing	Promoting new business / Collaboration with startups and local communities	Financial strategy / Accounting	Global insights (◎India or Emerging countries)	IT / DX	Governance / Internal Control	Environment / Social	Human capital development
Directors	Toshihiro Suzuki	◎	○	○		○	○		Skills that an executive director should possess		
	Naomi Ishii	◎		○	○	○	◎	○			
	Katsuhiro Kato	○	○	○				○			
	Eiichi Muramatsu	○		○							
	Kazuo Ichino		○				◎	○			
	Hideaki Domichi	○			○		◎		○	○	○
	Shun Egusa	○	○		○		○				
	Naoko Takahashi						◎			○	○
	Asako Aoyama	○				○	○	○	○		○
Audit & Supervisory Board Member	Shigeo Yamagishi		○				○	○	○	○	
	Ryo Kawamura					○		○	○		
	Mitsuhiro Fukuta		○		○				○		○
	Junko Kito					○			○		○
	Naomi Muramatsu								○	○	

(The chart does not indicate all of the knowledge and experience possessed by each person.)

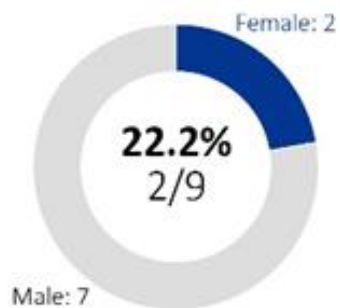
(Reference) Managing Officer who is responsible for multiple business segment and not concurrently Director and his experience, knowledge, and specialization

Name	Corporate management (◎ Representative Director)	“Monozukuri” (Better Product Development) *	Sales / Marketing	Promoting new business / Collaboration with startups and local communities	Financial strategy / Accounting	Global insights (◎India or Emerging countries)	IT / DX	Governance / Internal Control	Environment / Social	Human capital development
Takahiko Hashimoto	○		○	○		◎		○		

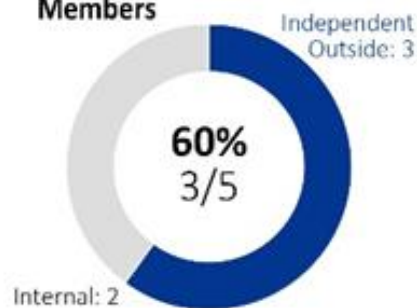
Ratio of Independent Outside Directors



Ratio of gender diversity among Directors



Ratio of Independent Outside Audit & Supervisory Board Members



Ratio of gender diversity among Audit & Supervisory Board Members



(Reference) Policy and procedures for nominating candidate of Directors and candidate of Audit & Supervisory Board Members

The standard for electing Directors includes that they must have a great deal of experience and knowledge in their respective fields, that they must be capable and qualified managers, and that they must have a wide-ranging view of global business management.

For candidate of Outside Directors, the Company looks for people who have a broad range of knowledge, experience and sufficient achievements in their field of origin, and who satisfy the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members" in order to strengthen their ability to supervise management.

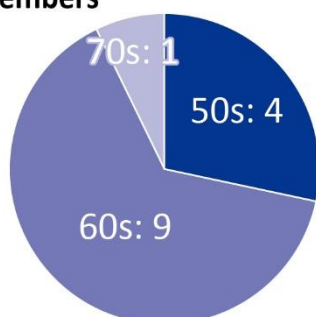
For candidate of Audit & Supervisory Board Members, the election standard includes that the candidate must possess a high level of knowledge and proficiency in auditing all fields of the Company's business, including auditing accounts.

For candidate of Outside Audit & Supervisory Board Members, the Company looks for people who have a high level of specialist knowledge and a great deal of experience in finance, accounting, legal affairs, technology, etc., and who satisfy the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members" in order to strengthen the neutrality of the auditing system.

Furthermore, for both candidate of Directors and candidate of Audit & Supervisory Board Members, the Company does not consider whether within or without company, gender or nationality.

The suitability of candidates to propose for election as an agenda item for the General Meeting of Shareholders is deliberated by the Committee on Personnel and Remuneration, etc., based on the result of this deliberation, (and with the assent of the Audit & Supervisory Board in the case of candidate of Audit & Supervisory Board Members) the Board of Directors then decides on the candidates.

Age composition of Directors and Audit & Supervisory Board Members



(Reference) The Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members

The Company judges an independent person who does not fall under any of the followings as an Outside Director or an Outside Audit & Supervisory Board Member:

1. Persons concerned with the Company and its subsidiaries (“the Group”)

- (1) With regard to Outside Directors, any person who is or was a person executing business (Note 1) of the Group at present or in the past,
- (2) With regard to Outside Audit & Supervisory Board Members, any person who is or was a Director, Managing Officer or employee of the Group at present or in the past, or
- (3) A spouse or a relative within the second degree of kinship of the present Director or Managing Officer of the Group.

2. Persons concerned such as business partners or major shareholders, etc.

(1) Any person who is a person executing business of any of the followings:

- 1) A company of which major business partner is the Group (Note 2)
- 2) A major business partner of the Group (Note 3)
- 3) A major shareholder having 10% or more of total voting rights of the Company
- 4) A company for which the Group has 10% or more of total voting rights

(2) A person who is or was a representative partner or a partner of the Group’s Accounting Auditor at present or in the past five years

(3) A person who receives a large amount of remuneration from the Group other than remuneration for Director/Audit & Supervisory Board Member (Note 4)

(4) A person who receives a large amount of donation from the Group (Note 5)

(5) A spouse or a relative within the second degree of kinship of the person who falls under category from (1) through (4) above

(Note 1) A person executing business:

A director executing business, an executive officer, a managing officer or an employee

(Note 2) A company of which major business partner is the Group:

A company which belongs to the group of the business partner who receives 2% or more of its consolidated net sales in the latest business year ended of the group (or an equivalent amount) from the Group in any of the business year in past three years

(Note 3) A major business partner of the Group:

A company which belongs to the group of the business partner who makes payment 2% or more of the Group’s consolidated revenue or provides the Group with 2% or more of loans of its consolidated total assets in the latest business year ended of the Group in any of the business year in past three years

(Note 4) Those who receive a large amount of remuneration:

In any of the business year in the past three years,

- a consultant or legal or accounting expert, etc., who receives annual compensation 10 million yen or more other than remuneration as a Director/Audit & Supervisory Board Member as an individual
- a consultant or legal or accounting expert, etc., who belongs to an organization that receives annual compensation 2% or more of its annual total revenues

(Note 5) Those who receive a large amount of donation:

In any of the business year in the past three years,

- a person who receives annual donation 10 million yen or more
- a person who belongs to an organization that receives annual donation 2% or more of its annual total revenues and manages its activities which is the purpose of the donation

ATTACHED DOCUMENTS

BUSINESS REPORT

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

1. Matters Relating to the Current Situation of the Group

(1) Outline and Result of Business

- Management results of FY2025

Revenue increased by ¥467.8 billion (8.0%) year-on-year (YoY) to ¥6,293.0 billion. This was attributable to steady sales growth resulting from a flexible review of production and logistics systems to respond quickly to increased demand, amid a revitalized market environment driven primarily by the revision of the Goods and Services Tax (GST) in India.

Operating profit decreased by ¥19.9 billion (3.1%) YoY to ¥622.9 billion. This was mainly attributable to expanded investments in human resources and technology aimed at achieving sustainable growth that led to a decrease in profits, although the effect of increased profits resulting from enhanced earning power, such as increased sales volume, improvements in the product mix, and cost reductions, exceeded the rise in raw material prices.

Profit before tax increased by ¥0.5 billion (0.1%) YoY to ¥730.7 billion. Profit attributable to owners of parent increased by ¥23.2 billion (5.6%) YoY to ¥439.3 billion.

Under the Mid-Term Management Plan, the Company targets achieving revenue of ¥8 trillion, a ratio of operating profit to revenue of 10.0%, and a ROE of 13.0% by fiscal year 2030. For the current fiscal year, the ratio of operating profit to revenue was 9.9% and the ROE was 13.8%. As the first year of the Mid-Term Management Plan, the Company was able to achieve results that were generally in line with the plan. We will continue to strive to enhance corporate value over the medium to long term, while prioritizing the growth of revenue and operating profit as well as capital efficiency.

(Automobile Business) (90.7% of total revenue)

Revenue increased by 7.6% YoY to ¥5,706.4 billion. Operating profit decreased by 3.5% YoY to ¥547.6 billion.

(For this English translation, the pictures and the chart are omitted.)

(Motorcycle Business) (7.2% of total revenue)

Revenue increased by 14.2% YoY to ¥454.5 billion. Operating profit increased by 9.7% YoY to ¥44.8 billion. This was mainly attributable to sales expansion in India and Colombia.

(For this English translation, the pictures and the chart are omitted.)

(Marine Business Business) (1.9% of total revenue)

Revenue increased by 8.9% YoY to ¥119.5 billion. Operating profit decreased by 13.0% YoY to ¥26.6 billion. Profit declined mainly due to the impact of tariffs in the United States.

(For this English translation, the pictures and the chart are omitted.)

(Other Business) (0.2% of total revenue)

Revenue increased by 3.9% YoY to ¥12.6 billion. Operating profit increased by 2.0% YoY to ¥3.9 billion.

(For this English translation, the pictures and the chart are omitted.)

Breakdown of Consolidated Revenue

(Unit: Thousand; Amount: Billions of yen)

		FY2024 (April 1, 2024 - March 31, 2025)		FY2025 (April 1, 2025 - March 31, 2026)		Change			
						Unit		Amount	
		Unit	Amount	Unit	Amount	Change	Ratio	Change	Ratio
Automobile Business	Japan	778	1,457.2	787	1,564.6	+8	+1.1%	+107.4	+7.4%
	Overseas	2,661	3,848.0	2,785	4,141.8	+125	+4.7%	+293.8	+7.6%
	Europe	200	579.8	190	617.9	-11	-5.3%	+38.2	+6.6%
	North America	-	0.4	-	0.4	-	-	-0.0	-11.4%
	Asia (India)	2,090 (1,905)	2,619.0 (2,301.5)	2,195 (1,975)	2,875.4 (2,516.2)	+105 (+70)	+5.0% (+3.7%)	+256.4 (+214.7)	+9.8% (+9.3%)
	Others	370	648.8	401	648.1	+30	+8.2%	-0.7	-0.1%
	Total	3,439	5,305.2	3,572	5,706.4	+133	+3.9%	+401.2	+7.6%
Motorcycle Business	Japan	35	18.4	25	17.6	-11	-29.7%	-0.8	-4.5%
	Overseas	1,695	379.7	1,938	436.9	+243	+14.3%	+57.2	+15.1%
	Europe	35	43.6	32	43.9	-3	-8.4%	+0.3	+0.7%
	North America	29	39.8	39	51.1	+11	+38.0%	+11.3	+28.3%
	Asia	1,356	216.6	1,525	222.9	+169	+12.5%	+6.3	+2.9%
	Others	275	79.7	341	119.0	+66	+24.1%	+39.4	+49.4%
	Total	1,730	398.1	1,962	454.5	+232	+13.4%	+56.4	+14.2%
Marine Business	Japan		3.2		3.2			-0.0	-0.6%
	Overseas		106.4		116.2			+9.8	+9.2%
	Europe		18.6		22.3			+3.6	+19.5%
	North America		55.0		58.4			+3.3	+6.0%
	Asia		11.6		11.6			-0.0	-0.3%
	Others		21.2		24.1			+2.9	+13.5%
	Total		109.7		119.5			+9.8	+8.9%
Other Business (Japan)			12.1		12.6			+0.5	+3.9%
Total	Japan		1,491.0		1,598.0			+107.0	+7.2%
	Overseas		4,334.2		4,695.0			+360.8	+8.3%
	Europe		642.0		684.1			+42.1	+6.6%
	North America		95.3		109.8			+14.5	+15.3%
	Asia		2,847.2		3,109.8			+262.6	+9.2%
	Others		749.7		791.2			+41.5	+5.5%
	Total		5,825.2		6,293.0			+467.8	+8.0%

[Notes]

1. The figures are counted based on the location of external customers.
2. North America: United States and Canada
Automobile in North America: Sales of parts and accessories, etc.

(2) Situation of Capital Investments

Total capital investment amount in the current fiscal year is ¥350.7 billion, being used for investments for production facilities, R&D facilities, sales facilities and so on.

Breakdown by business segment is as follows.

Business Segment	Investment Amount	Contents of investments
Automobile business	¥321,754 million	Production facilities, R&D facilities, sales facilities, etc. for automobiles
Motorcycle business	¥21,901 million	Production facilities, R&D facilities, sales facilities, etc. for motorcycles
Marine business	¥5,649 million	Production facilities, R&D facilities, sales facilities, etc. for outboard motors
Other business	¥1,364 million	Other business equipment
Total	¥350,670 million	-

Note: The investment amount is the total of the Company and its subsidiaries.

(3) Situation of Financing

While the harsh business environment continues, the Company maintained necessary cash on hand to carry out the Mid-Term Management Plan.

(4) Property and Financial Results

① Consolidated

	FY2022	FY2023		FY2024	FY2025
	(Apr. 2022 – Mar. 2023)	(Apr. 2023 – Mar. 2024)		(Apr. 2024 – Mar. 2025)	(Apr. 2025 – Mar. 2026)
	Japanese GAAP	Japanese GAAP	IFRS	IFRS	IFRS
Revenue (million)	¥4,641,644	¥5,374,255	¥5,357,523	¥5,825,161	¥6,292,967
Operating profit (million)	¥350,551	¥465,563	¥493,834	¥642,851	¥622,909
Profit attributable to owners of parent (million)	¥221,107	¥267,717	¥317,017	¥416,050	¥439,267
Basic earnings per share attributable to owners of parent	¥113.80	¥138.40	¥163.88	¥215.66	¥227.69
Total assets (million)	¥4,577,713	¥5,385,618	¥5,757,656	¥5,993,657	¥6,636,815
Total equity (million)	¥2,508,620	¥3,138,397	¥3,384,427	¥3,688,070	¥4,153,109
Equity attributable to owners of parent per share	¥1,068.87	¥1,291.25	¥1,409.83	¥1,539.78	¥1,753.03

Notes:

1. A four-for-one common stock split was conducted on April 1, 2024. The per-share figures are calculated on the assumption that the stock split was conducted at the beginning of FY2022.
2. The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) since FY2024. Also included for your reference are the figures for FY2023 in accordance with IFRS.

(For this English translation, the charts are omitted.)

② Non-Consolidated

	FY2022	FY2023	FY2024	FY2025
	(Apr. 2022 – Mar. 2023)	(Apr. 2023 – Mar. 2024)	(Apr. 2024 – Mar. 2025)	(Apr. 2025 – Mar. 2026)
Net sales (million)	¥2,217,163	¥2,604,849	¥2,627,921	¥2,967,932
Operating profit (million)	¥127,712	¥203,953	¥188,095	¥224,121
Ordinary profit (million)	¥169,821	¥257,228	¥238,975	¥284,389
Profit (million)	¥145,307	¥203,112	¥231,123	¥253,720
Profit per share	¥74.78	¥104.98	¥119.78	¥131.49
Total assets (million)	¥2,392,415	¥2,595,577	¥2,627,846	¥2,869,570
Net assets (million)	¥932,882	¥1,146,488	¥1,236,257	¥1,426,869
Net assets per share	¥479.74	¥594.16	¥640.65	¥739.43

Note: A four-for-one common stock split was conducted on April 1, 2024. The per-share figures are calculated on the assumption that the stock split was conducted at the beginning of FY2022.

(For this English translation, the charts are omitted.)

(5) Outstanding Issues

① Major Initiatives for FY2030

<Consolidated revenue target>

Our management targets are set at 8 trillion yen in revenue, 800 billion yen in operating profit with an operating profit margin of 10%, and an ROE of 13% by the fiscal year 2030.

Despite the increasing BEV ratio, rising labor costs, and soaring raw material prices, with a view toward achieving an ROE of 15% in the first half of the 2030s, we will carry out the necessary investments.

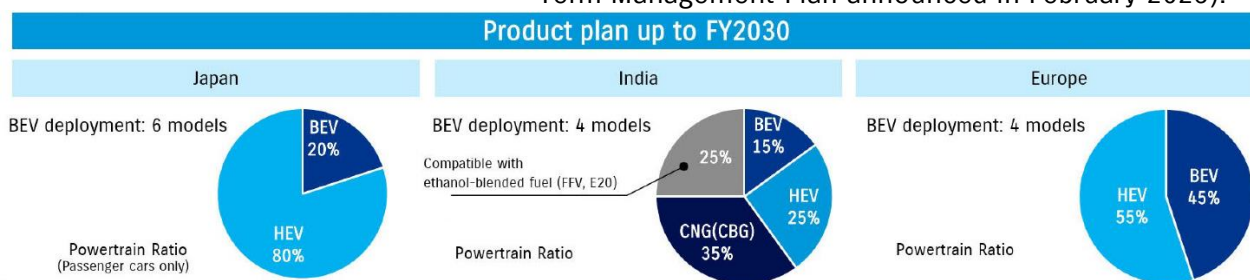
(For this English translation, the charts are omitted.)

<Businesses>

○Automobile Business

Considering the regulations and energy circumstances and other factors in each country and region, we will offer products such as BEV, HEV, compressed natural gas (CNG) and compressed biomethane gas (CBG) vehicles, and vehicles compatible with ethanol-blend fuels—flexible fuel vehicles (FFVs) and 20% ethanol-blended gasoline (E20)—, allowing customers to choose products that best suit their needs.

Notes: Powertrain ratio as of FY 2030 (excerpted from the Mid-Term Management Plan announced in February 2025).



Notes: BEV: Battery Electric Vehicle

HEV: Total including mild hybrid, strong hybrid, series hybrid, and plug-in hybrid

CNG: Compressed Natural Gas, CBG: Compressed Biomethane Gas, FFV: Flexible Fuel Vehicle,

E20: 20% ethanol blend

Japan

Japan is still a growth market for Suzuki. We plan to increase sales of compact vehicles and enhance profitability.

Aiming to become a company needed by customers and society, we continue to support the daily lives of customers who use mini cars as their primary mode of transportation.

Team Suzuki will carefully communicate the passion and dedication we put into our products, enhancing brand value and selling our products at fair prices that reflect their value. Through sales activities that stay close to our customers, we will increase profits by acquiring new customers, boosting replacements, and increasing service sales, growing together with our customers.

India

In India, our most critical market that continues to grow, we aim to achieve a 50% market share as a leading automobile company and become the number one in BEV production, sales, and exports.

We will strengthen our product offerings in the SUV segment and the MPV segment. The Company will also focus on enhancing entry-level models to ensure that the increasingly growing middle-class customers choose Suzuki for their first car purchase.

We will offer customers options such as BEVs, HEVs, CNG, CBG, and FFVs, tailored to the specific circumstances across different regions in India. To achieve this, we will enhance the product planning and development capabilities of Maruti Suzuki in India, which is physically close to our customers, to provide products that align with Indian customer preferences in a timely manner.

Regarding sales, we will further refine our two channels by clearly defining the roles of NEXA for premium customers and ARENA for a broader customer base.

Europe

Europe is a market with extremely high performance demands and advanced environmental and safety regulations. By supplying the vehicles that people need in Europe, we will continue to refine Suzuki's technologies and products.

We will utilize models produced in India to ensure a comprehensive product lineup and maintain our sales and service networks. Additionally, we will strengthen our sales activities by leveraging digital tools.

Middle East and Africa

The Middle East and Africa markets hold significant growth potential. Given their geographical proximity to India and the similarity in road conditions and customer needs in some countries, we will leverage Indian-made models to expand our presence and increase sales and profits. In countries where the demand for compact cars is high, we aim to increase sales by improving customer satisfaction.

Asia (excluding India)

We will restructure our ASEAN operations, focusing on Indonesia, to increase sales volumes. We will enhance the production and sales volume in Indonesia and establish a system to supply highly competitive products from Indonesia to other ASEAN countries.

Pakistan is a crucial market where Suzuki boasts a high market share. We are committed to further expanding our business scale there. Given the acceptance of Japanese mini cars, we will enhance our product lineup as a global hub for mini cars and leverage Suzuki's strong sales network to expand our market presence.

Latin America and Oceania

In Latin America, we will further expand the sales of compact SUVs. We plan to expand our lineup of Indian-made products to enhance our competitiveness in the market.

In Oceania, we will expand our range of fuel-efficient products. Considering the trends in fuel efficiency regulations in various countries, we will promote Suzuki's "compact and fuel-efficient" models to enhance our presence in the region.

○ Motorcycle Business

We are committed to providing "valuable products" that meet customer needs through

uncompromising product development, and continue to earn the trust of our customers by conveying the passion of our creators. We will strengthen our product development, sales, and service activities by segmenting our offerings into those used for leisure, primarily in Europe and the United States, and those used for daily transportation and work in growing markets like India.

○ Marine Business

We will continue to provide durable and reliable products to customers worldwide, striving to be a dependable partner that supports both “pleasure” and “work” on the water. We will segment our product development, sales, and service activities to cater to customers who use our products for “pleasure” and those who use them for “work.”

We will also focus on activities that improve the environment of waterfront areas, which are important to our marine customers, such as implementing microplastic collection devices. In terms of technology, we are committed to working towards carbon neutrality. Additionally, we will advance the development and commercialization of technologies operational support, providing higher value that meets customer demands.

○ New Business

We aim to leverage the strengths of our existing businesses to launch new ventures in service mobility and energy, targeting expansion of business scale and realization of profitable business. We will actively collaborate with other companies to acquire the technologies and expertise we lack.

Leveraging Suzuki's strengths, we are engaged in a Biogas initiative aimed at solving social issues in India and fostering mutual growth. This initiative involves collecting cow dung, which emits methane and refining it into biomethane and CBG. The refined CBG is then used for daily living and cooking in India's rural areas, where energy resources are scarce. Additionally, we promote the use of CBG as fuel for Suzuki's CNG vehicles, providing mobility solutions.

<Technology Strategies>

Suzuki will refine its technology based on the philosophy of “minimizing energy consumption,” a technology that respects the Earth, and use people-centered technology to maximize the intrinsic value of mobility. Through our “By Your Side” approach, Suzuki will provide products and services that address social challenges in everyday transportation.”

The technical strategies to achieve this goal are as follows: “Light-weight and safety body” that supports the whole as the basis of everything, “Lean-Battery EV and HEV” with optimal materials in optimal place for the customer’s demand, “Combination of high-efficiency ICE^{*1} with CNF^{*2}”, “SDV^{*3} right” that creates value with affordable system, “Easy recyclability and disassembly design” for the circular economy, and “Carbon negative” technology that absorbs CO₂. These are the six strategies of our technological development.

Notes:

1. ICEs: Internal-combustion engines, which use gasoline or other types of fuel
2. CNF (carbon-neutral fuel): A technology to allow efficient burning of carbon-neutral fuels (e.g.,

bioethanol and CBG) in small amounts

3. SDV (for “software defined vehicle”): A type of vehicles that allow for increasing/replacing functions, even after sales, by adding or updating software

(For this English translation, the picture is omitted.)

<Carbon Neutrality>

With regard to CO₂ emissions from our business activities (Scopes 1 and 2), we aim to realize carbon neutrality globally (including India) by 2050. We are transitioning to targets aligned with the 1.5°C level of the Paris Agreement, with an interim goal of reducing total emissions by 42% by the fiscal year 2030 compared to the fiscal year 2022.

(For this English translation, the picture is omitted.)

<R&D expenses, capital expenditures>

We aim to improve profitability and efficiency, secure maximum investment funds, and proactively carry out growth investments. To maximize corporate value, we will flexibly allocate the right management resources at the right places according to external conditions. Growth investment will be undertaken primarily in increasing production capacity to meet growing demand in India and technology development towards minimization of energy consumption.

Specifically, for growth investment, we plan to invest 2 trillion yen for capital expenditures and 2 trillion yen for R&D by FY2030, for a total of 4 trillion yen. 1.2 trillion yen of the capital expenditures will be related to India, and 1.35 trillion yen of the R&D expenditure will be for energy minimization.

(6) Main Business

The Group is mainly engaged in manufacture and sale of automobiles, motorcycles, outboard motors, motorized wheelchairs, etc. and the services related to them.

Business Segment	Main Products and Service
Automobile business	Mini vehicles, Sub-compact vehicles, Standard-sized vehicles
Motorcycle business	Motorcycles, All terrain vehicles
Marine business	Outboard motors
Other business	Motorized wheelchairs, Solar power generation, Real estate

(7) Main Business Bases, etc. and Important Subsidiaries

① Main Offices and Plant of the Company

Office and Plant	Location	Office and Plant	Location
Head Office	Hamamatsu, Shizuoka	Sagara Plant	Makinohara, Shizuoka
Outboard Motor Technical Center	Kosai, Shizuoka	Iwata Plant	Iwata, Shizuoka
Tokyo Branch	Minato-ku, Tokyo	Hamamatsu Plant	Hamamatsu, Shizuoka
Kosai Plant	Kosai, Shizuoka	Osuka Plant	Kakegawa, Shizuoka

② Important Subsidiaries

	Name of Subsidiaries	Location	Ordinary Share	Shareholding Ratio	Main Business
Japan	Suzuki Auto Parts Mfg. Co., Ltd.	Hamamatsu, Shizuoka	¥110 million	100.0%	Manufacture of parts for automobiles, motorcycles and outboard motors
	Suzuki Motor Sales Kinki Inc.	Osaka, Osaka	¥50 million	100.0%	Sale of automobiles and motorized wheelchairs
Europe	Magyar Suzuki Corporation Ltd.	Hungary	€212 million	97.5%	Manufacture and sale of automobiles
	Suzuki Italia S.p.A.	Italy	€10 million	100.0%	Sale of automobiles, motorcycles and outboard motors
Asia	Maruti Suzuki India Limited	India	INR 1,572 million	58.5%	Manufacture and sale of automobiles
	Suzuki Motorcycle India Private Limited	India	INR 17,815 million	*100.0%	Manufacture and sale of motorcycles
	Pak Suzuki Motor Co., Ltd.	Pakistan	PKR 822 million	99.1%	Manufacture and sale of automobiles and motorcycles
	P.T. Suzuki Indomobil Motor	Indonesia	US\$89 million	94.9%	Manufacture and sale of automobiles and motorcycles
	TDS Lithium-Ion Battery Gujarat Private Limited	India	INR 1,163 million	50.0%	Manufacture of parts for automobiles

- Notes: 1. The figures marked with an asterisk (*) are percentages including ownership by subsidiaries.
2. Consolidated subsidiaries are 121 companies and companies in the application of the equity method are 37 companies.

(8) Employees

① Consolidated

Business Segment	Number of Employees (person)	Increase(+)/Decrease(-) from the Previous Fiscal Year (person)
Automobile business	66,660	+2,511
Motorcycle business	7,380	+259
Marine business	1,464	+4
Other business	358	+7
Common	1,027	+31
Total	76,889	+2,812

- Notes: 1. The above are the number of the persons working in the Group and do not include the number of the employees who are in leave of absence or seconded outside the Group.
2. "Common" is the administrative section which cannot be divided into any specific business segment .
3. In addition to the above, there are 57,922 (average during the fiscal year) temporary employees .

② Non-consolidated

Number of Employees	Increase/Decrease from the Previous Fiscal Year	Average Age	Average Working Years
17,871	+457	41 years 6 months	18 years 6 months

- Notes: 1. The above are the number of the persons working in the Company and do not include the number of the employees who are in leave of absence or seconded outside the Company.
2. In addition to the above, there are 3,053 (average during the fiscal year) temporary employees.

(9) Main Borrowing Institutes and Borrowing Amount

① Borrowing Amount remaining at the end of the Fiscal Year from each Bank

(Group)

Main Borrowing Institutes	Outstanding Balance of Loan Amount
MUFG Bank, Ltd.	¥262,323 million
Sumitomo Mitsui Banking Corporation	¥115,469 million
The Shizuoka Bank, Ltd.	¥107,213 million
Mizuho Bank, Ltd.	¥66,930 million
Resona Bank, Ltd.	¥48,000 million
Sumitomo Mitsui Trust Bank, Limited	¥28,781 million
Development Bank of Japan Inc.	¥25,000 million

Note: The above outstanding balance of loan amount includes overseas subsidiaries, etc. of each institute.

② Situation of the Commitment Line Contract

The Company has the commitment line contract with 6 banks for effective financing. The outstanding balance of the contract at the end of the fiscal year is as follows:

Commitment line contract total	300,000 Million Yen
Actual loan balance	-
<hr/>	
Variance	300,000 Million Yen

(Contents of the commitment line contract)

Borrowing Bank	Contract Amount	Actual Loan Balance	Outstanding balance
MUFG Bank, Ltd.	¥120,000 million	-	¥120,000 million
The Shizuoka Bank, Ltd.	¥45,600 million	-	¥45,600 million
Resona Bank, Ltd.	¥45,600 million	-	¥45,600 million
Sumitomo Mitsui Trust Bank, Limited	¥32,400 million	-	¥32,400 million
Mizuho Bank, Ltd.	¥32,400 million	-	¥32,400 million
Sumitomo Mitsui Banking Corporation	¥24,000 million	-	¥24,000 million
Total	¥300,000 million	-	¥300,000 million

2. Matters Relating to the Shares of the Company (As of March 31, 2026)

- (1) Total Number of Authorized Shares 6,000,000,000 shares
- (2) Total Number of Shares Issued 1,964,586,400 shares (including 34,949,607 treasury shares)
- (3) Number of Shareholders 102,345 shareholders (+21,203 compared with the end of the previous fiscal year)

(For this English translation, the chart is omitted.)

(4) Principal Shareholders

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

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

(5) Status of Shares Granted to Directors/ Audit & Supervisory Board Members as Remuneration for the Execution of Their Duties during This Fiscal Year

Not applicable.

(Reference) Status of cross-shareholdings

The Company will hold shares of business partners and others for realizing sustainable growth and enhancing our mid- and long-term corporate value when we determine that such shareholdings will contribute to creation of business opportunities, business alliances as well as establishment, retention, reinforcement, etc. of stable transactions and cooperative relations.

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, and other factors of holdings taking into consideration nature, scale, and other factors of transactions and setting qualitative criterion including aspect of enhancement of corporate value as well as quantitative criterion including comparison with capital costs. Once a stock is decided to be sold, then the Company shall advance reduction. As for the funds obtained from the sale of the stocks, the Company plans to invest in startup companies, etc.

<Trends in the number of cross-shareholdings>

	End of March 2018	End of March 2019	End of March 2020	End of March 2021	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Unlisted stocks	41	41	42	44	44	48	46	47	43
Stocks other than unlisted stocks	94	88	80	64	60	60	58	45	31

Note: The Company does not hold any shares that qualify as deemed shareholdings.

<Amounts posted on the balance sheet and its ratio to the consolidated total equity at the end of March 2026>

Amounts posted on the balance sheet	(a)	¥206,783 Million
Consolidated total equity	(b)	¥4,153,109 Million
Ratio	(a/b)	5.0%

3. Matters Concerning the Company's Share Acquisition Rights, etc.

Status of the share acquisition rights granted to Directors/ Audit & Supervisory Board Members as remuneration for the execution of their duties at the end of the fiscal year

Description of the terms of the share acquisition rights held by Directors (excluding Outside Directors)

Name (date of resolution of issuance)	Class and number of shares that are the subject of share acquisition rights	Issue price of shares to be issued upon the exercise of share acquisition rights	Amount to be paid upon the exercise of share acquisition rights	Period for the exercise of share acquisition rights	Number of share acquisition rights and number of holders of share acquisition rights	Terms and conditions for the exercise of share acquisition rights
Suzuki Motor Corporation – First Share Acquisition Rights (June 28, 2012)	Ordinary Share 40,000 shares	308 yen per share (Note) 1.	1 yen per share	From July 21, 2012 through July 20, 2042	100 units / 1 person	(Note) 2.
Suzuki Motor Corporation – Second Share Acquisition Rights (June 27, 2013)	Ordinary Share 24,000 shares	563 yen per share (Note) 1.	1 yen per share	From July 20, 2013 through July 19, 2043	60 units / 1 person	(Note) 2.
Suzuki Motor Corporation – Third Share Acquisition Rights (June 27, 2014)	Ordinary Share 21,200 shares	751 yen per share (Note) 1.	1 yen per share	From July 23, 2014 through July 22, 2044	53 units / 1 person	(Note) 2.

- Notes: 1. The issue price is calculated by adding the fair value per share of the share acquisition rights on the allotment date and the amount to be paid per share upon exercise of the share acquisition rights. In addition, the persons who are allotted the share acquisition rights have set off the amount to be paid upon exercise of the share acquisition rights against their remuneration receivables from the Company.
2. (i) A person holding the share acquisition rights recorded in the share acquisition rights registry (hereinafter referred to as the "Person with the Share Acquisition Rights") may exercise these share acquisition rights only up until the 10th day (the next business day if the 10th day falls on a non-business day) from the day immediately following the date of resignation as the Company's Director as well as Senior Managing Officer or Managing Officer who does not serve as a Director concurrently.
(ii) If any person with Share Acquisition Rights dies, his/her heir may exercise the share acquisition rights.
3. A four-for-one common stock split was conducted on April 1, 2024. The above describes the number of its shares and amount after the stock split.

4. Matters relating to Directors/Audit & Supervisory Board Members

(1) Directors and Audit & Supervisory Board Members (As of March 31, 2026)

Position	Name	Area in charge	Important Concurrent Offices
Representative Director & President (Chairman of the Board of Directors)	Toshihiro Suzuki		Chairman of Suzuki Foundation Chairman of Suzuki Education and Culture Foundation
Representative Director & Executive Vice President	Naomi Ishii	Assistant to President Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, and India Corporate Field	
Director & Executive Vice President	Katsuhiko Kato	Chief Technology Officer Responsible for Technology Strategy, Automobile EV Engineering, Automobile Electrical and Electronic Engineering, Automobile Vehicle Engineering, Automobile Powertrain Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering	
Director & Senior Managing Officer	Aritaka Okajima	Branch Manager of Tokyo Branch Responsible for Public Relations, Corporate Communications, IR/SR, and India Public Relations and Corporate Communications	
Director & Senior Managing Officer	Eiichi Muramatsu	Chief Global Marketing Officer Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations, and Spare Parts and Accessories	
Director	Hideaki Domichi		
Director	Shun Egusa		
Director	Naoko Takahashi		Chairperson of Para-Sports Development Network of Japan Outside Director of Starts Corporation Inc.
Director	Asako Aoyama		CFO of Electronic Components Business Company, TDK Corporation
Full-Time Audit & Supervisory Board Member	Taisuke Toyoda		

Position	Name	Area in charge	Important Concurrent Offices
Full-Time Audit & Supervisory Board Member	Shigeo Yamagishi		
Audit & Supervisory Board Member	Norihisa Nagano		Attorney
Audit & Supervisory Board Member	Mitsuhiro Fukuta		Professor and Dean of Engineering, National University Corporation Shizuoka University
Audit & Supervisory Board Member	Junko Kito		Certified Public Accountant Outside Director (Audit and Supervisory Committee Member) of Alpen Co., Ltd. Outside Director (Audit and Supervisory Committee Member) of CROSS PLUS INC.

- Notes:
1. Mr. Hideaki Domichi, Mr. Shun Egusa, Ms. Naoko Takahashi, and Ms. Asako Aoyama are Outside Directors. Also, the Company reported all of them as independent director/audit & supervisory board member to the Tokyo Stock Exchange, Inc.
 2. Mr. Norihisa Nagano, Mr. Mitsuhiro Fukuta and Ms. Junko Kito are Outside Audit & Supervisory Board Member. Also, the Company reported all of them as independent director/audit & supervisory board member to the Tokyo Stock Exchange, Inc.
 3. Mr. Taisuke Toyoda, Full-time Audit & Supervisory Board Member, has extensive work experience as Executive General Manager and Managing Officer in charge of Finance, and Ms. Junko Kito, Audit & Supervisory Board Member, has ample experience as Certified Public Accountant. Consequently, both possess sufficient knowledge and expertise in finance and accounting.
 4. The following changes were made to Directors during the current fiscal year.

Name	Current Position	Previous Position	Date of change
Naomi Ishii	Representative Director & Executive Vice President Assistant to President Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, and India Corporate Field	Representative Director & Executive Vice President Assistant to President Responsible for Corporate Planning, New Mobility Service, BEV Solutions, Human Capital Development, Legal/IP, Finance, Global IT, Product Planning, and India Corporate Field	April 1, 2025
Katsuhiro Kato	Director & Executive Vice President Chief Technology Officer Responsible for Technology Strategy, Automobile EV Engineering, Automobile Electrical and Electronic Engineering, Automobile Vehicle Engineering, Automobile Powertrain Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering	Director & Senior Managing Officer Chief Technology Officer Responsible for Technology Strategy, Automobile EV Engineering, Automobile Electrical and Electronic Engineering, Automobile Vehicle Engineering, Automobile Powertrain Engineering, Regulations and Certification, and India Engineering	April 1, 2025
Aritaka Okajima	Director & Senior Managing Officer Branch Manager of Tokyo Branch	Director & Managing Officer Executive General Manager of Public Relations and Corporate Communications and Branch	April 1, 2025

	Responsible for Public Relations, Corporate Communications, IR/SR, and India Public Relations and Corporate Communications	Manager of Tokyo Branch Responsible for Public Relations, Corporate Communications, IR/SR, and India Public Relations and Corporate Communications	
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5. Mr. Shigetoshi Torii retired as Director as of the close of the 159th Ordinary General Meeting of Shareholders held on June 27, 2025 due to expiration of his term of office.

6. The following changes were made to Directors as of April 1, 2026.

Name	Current Position	Previous Position
Naomi Ishii	Representative Director & Executive Vice President Assistant to President Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, Global Communications, Global Public Affairs, and India Corporate Field	Representative Director & Executive Vice President Assistant to President Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, and India Corporate Field
Katsuhiro Kato	Director & Executive Vice President Chief Technology Officer Responsible for Technology Strategy, Battery Development, Automobile Electric Engineering, Automobile Internal Combustion Powertrain Engineering, Automobile Electrical and Electronic Engineering, Automobile Body Engineering, Automobile Vehicle Dynamics Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering	Director & Executive Vice President Chief Technology Officer Responsible for Technology Strategy, Automobile EV Engineering, Automobile Electrical and Electronic Engineering, Automobile Vehicle Engineering, Automobile Powertrain Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering
Aritaka Okajima	Director & Senior Managing Officer Executive Fellow (Public Affairs and Corporate Communications)	Director & Senior Managing Officer Branch Manager of Tokyo Branch Responsible for Public Relations, Corporate Communications, IR/SR, and India Public Relations and Corporate Communications
Eiichi Muramatsu	Director & Senior Managing Officer Chief Global Marketing Officer Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Spare Parts and Accessories, and Global Financial Services	Director & Senior Managing Officer Chief Global Marketing Officer Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations, and Spare Parts and Accessories

7. As of April 1, 2026, Managing Officers who are responsible for multiple business segment and not concurrently Director are as follows.

Name	Area in charge
Hisashi Takeuchi	Managing Director & CEO, Maruti Suzuki India Limited (based in India) and Executive Vice President of the Company
Kazuo Ichino	Senior Managing Officer of the Company, Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement, and Manufacturing
Takahiko Hashimoto	Senior Managing Officer of the Company, Responsible for New Business, Product Planning, Marine Operations, and Motorcycle Operations
Hidetoshi Kumashiro	Senior Managing Officer of the Company, Executive General Manager of Battery Development, and in charge of Motorcycle Engineering
Yutaka Kikukawa	Senior Managing Officer of the Company, Executive General Manager of Legal/IP
Masahiro Ikuma	Managing Director of Suzuki R&D Center India Private Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global R&D Project
Hisanori Takashiba	Managing Director of TDS Lithium-Ion Battery Gujarat Private Limited (based in India) and Managing Officer of the Company
Kenichiro Toyofuku	Supporting CEO of Maruti Suzuki India Limited (based in India), and Managing Officer of the Company, Executive General Manager of Global Biogas Operations of the Company
Tatsuro Takeuchi	Managing Officer of the Company, President of Suzuki Motor Sales Kinki Inc.
Ryo Kawamura	Managing Officer of the Company, Finance
Koichi Suzuki	Managing Officer of the Company, Executive General Manager of India Operations
Kazunari Yamaguchi	In charge of Manufacturing of Maruti Suzuki India Limited (based in India), and Managing Officer of the Company in charge of Manufacturing in India and in charge of Manufacturing in Haryana
Masafumi Harano	Managing Officer of the Company, Executive General Manager of Automobile Marketing (Asia, Latin America and Oceania)
Yusuke Kato	Managing Officer of the Company, Executive General Manager of Automobile Marketing (Europe, Middle East, and Africa)
Takashi Ise	Managing Officer of the Company, Executive General Manager of Motorcycle Operations
Tetsuya Matsushita	Managing Officer of the Company, Executive General Manager of Automobile Body Engineering
Toshiya Miki	Managing Officer of the Company, Executive General Manager of Procurement Strategy
Junya Kumataki	Managing Officer of the Company, Executive General Manager of Corporate Planning, and in charge of CJP Promotion
Shuichi Mishima	Managing Officer of the Company, Executive General Manager of Marine Operations
Tsuyoshi Tanaka	Managing Officer of the Company, Executive General Manager of Quality Assurance and Inspection
Yoshitake Tamakoshi	Managing Officer of the Company, Executive General Manager of Japan Marketing
Tatsuhiko Fujii	Managing Officer of the Company, Executive General Manager of Automobile Vehicle Dynamics Engineering
Takashi Sunda	Managing Officer of the Company, Executive General Manager of Automobile Electrical and Electronic Engineering
Taku Sumino	Managing Officer of the Company, Executive General Manager of Technology Strategy
Akira Nonaka	Managing Officer of the Company, Executive General Manager of Global IT
Kazushige Muramatsu	Managing Officer of the Company, Executive General Manager of Product Planning
Hideki Takata	Responsible for Automobile Engineering, Maruti Suzuki India Limited (based

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	in India) and Managing Officer of the Company
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(2) Remuneration, etc. for Directors and Audit & Supervisory Board Members for the fiscal year

① Matters concerning the decision-making policy regarding the content of individual remuneration of Directors and matters concerning delegation of the determination of the content of individual remuneration of Directors

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. (*), with a majority of the members as Outside Directors. The Board of Directors deliberates and makes a resolution based on the report. The outline of the Decision-making Policy is as follows.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses as short-term incentives, and stock remuneration as medium- to long-term incentives to function as an incentive for continuous improvement of the Company’s corporate value. The ratio is roughly 30% basic remuneration, 35% bonuses, and 35% stock remuneration. Outside Directors’ remuneration shall be solely basic remuneration, given their duties.

Basic remuneration for Directors shall be fixed monthly remuneration, which shall be determined and paid in consideration of their duties and responsibilities, remuneration levels at other companies, and employee salary levels. Bonuses are calculated based on a position- and responsibility-specific formula linked to consolidated operating profit, the Company’s non-consolidated operating profit, and consolidated ROE, and are paid at a certain time each year. Stock remuneration is calculated by linking the base number of shares to be granted for each position and responsibility with the degree of achievement of financial and non-financial performance indicators determined for the performance evaluation period (i.e., each fiscal year) based on medium- to long-term management plans and management issues, and the number of shares to be granted to each individual is calculated. The stock remuneration is paid in the form of restricted stock, which is granted at a certain time after the end of the performance evaluation period each year, with a transfer restriction period from the date of allotment until the date of retirement as a Director.

The specific details of the basic remuneration of Directors for the current fiscal year are delegated to the Committee on Personnel and Remuneration, etc. based on a resolution of the Board of Directors. This delegation of authority is to improve transparency of the remuneration process.

Additionally, the specific details of bonuses for Directors and stock remuneration for the current fiscal year are decided by a resolution of the Board of Directors based on the Decision-making Policy.

Based on the above, the Board of Directors has determined that the content of individual remuneration for Directors for the current fiscal year is in line with the Decision-making Policy.

(*) Members of the Committee on Personnel and Remuneration, etc.

(As of May 2025, the time of delegation to deliberate the Decision-making Policy and determine the specific details of basic remuneration for each individual)

Chairperson:	Toshihiro Suzuki, Representative Director & President
Committee members:	Naomi Ishii, Representative Director & Executive Vice President
	Hideaki Domichi, Outside Director
	Shun Egusa, Outside Director
	Naoko Takahashi, Outside Director
Observers:	Norihisa Nagano, Outside Audit & Supervisory Board Member
	Mitsuhiro Fukuta, Outside Audit & Supervisory Board Member

Junko Kito, Outside Audit & Supervisory Board Member

② **Matters concerning resolutions at the General Meetings of Shareholders related to remuneration, etc. for Directors and Audit & Supervisory Board Members**

The annual amount of basic remuneration for Directors and bonuses for Directors (excluding Outside Directors) were resolved to be within ¥1,050 million (including an annual amount of ¥150 million for Outside Directors) at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. The number of Directors after the conclusion of such General Meeting of Shareholders was nine (9) including four (4) Outside Directors.

Separate from this framework of remuneration, it was resolved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025 that the total amount of remuneration to be paid to Directors (excluding Outside Directors) for the purpose of granting of performance-based restricted stock (monetary remuneration right) shall be within the annual amount of ¥500 million, the total annual limit of the ordinary shares to be granted shall be within 400,000 shares, and the transfer restriction period shall be from the date of allotment until the date of retirement from the position of Director. The number of Directors excluding Outside Directors after the conclusion of such General Meeting of Shareholders was five (5).

The annual amount of remuneration for Audit & Supervisory Board Members was resolved to be within ¥200 million at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. The number of Audit & Supervisory Board Members after the conclusion of such General Meeting of Shareholders was five (5). Audit & Supervisory Board Members' remuneration is basic remuneration only.

③ Total amount of remuneration, etc. for Directors and Audit & Supervisory Board Members

(Amount: Millions of yen)

Classification of Directors/Audit & Supervisory Board Members	Total amount of remuneration, etc.	Amount of each type of remuneration, etc.				Number of Payees (Directors/Audit & Supervisory Board Members)
		Basic remuneration	Remuneration linked to the Company's performance (Bonus)	Stock remuneration		
				RS	PSU	
Directors (excluding Outside Directors)	845	230	340	61	213	6 people
Outside Directors	65	65	-	-	-	4 people
Total	911	295	340	61	213	10 people
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	72	72	-	-	-	2 people
Outside Audit & Supervisory Board Members	52	52	-	-	-	3 people
Total	124	124	-	-	-	5 people

Notes: 1. The above "Remuneration linked to the Company's performance" is a bonus linked to the Company's performance for the current fiscal year. It is 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 indicators are consolidated operating profit and the Company's non-consolidated operating profit from the perspective of company profitability and consolidated ROE (*) as the indicator reflecting the capital costs. Changes in consolidated operating profit and the Company's non-consolidated operating profit including the current fiscal year are as described in "(4) Property and Financial Results" in "1. Matters relating to the Current Situation of the Group." In addition, the actual consolidated ROE for the current fiscal year is as described in "(1) Outline and Result of Business" in "1. Matters relating to the Current Situation of the Group." The amount recognized as an expense for the current fiscal year is included in the "Remuneration linked to the Company's performance" above.

2. Following a resolution passed at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025, the Company introduced a performance-based restricted stock remuneration. The "RS" (Restricted Stock) in the "Stock remuneration" above refers to the restricted stock remuneration that had been in place prior to this. There was no grant during the current fiscal year. The amount shown represents the portion of the grant in the previous fiscal year that was expensed during the current fiscal year.

3. The "PSU" (Performance Share Unit) in the "Stock remuneration" above represents the performance-based restricted stock remuneration introduced following a resolution at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. This remuneration is granted to Directors (excluding Outside Directors) with the purpose of functioning as an incentive for continuous improvement of the corporate value and increasing shared values with shareholders. The specific number of shares to be granted to each individual is calculated by multiplying the reference number of shares to be granted predetermined by the Board of Directors, by the performance evaluation indicators for each fiscal year predetermined by the Board of Directors. Performance evaluation indicators include a comparison of the Company's

TSR (*1) and the TOPIX growth rate including dividends (*2) as indicators reflecting share price, and consolidated operating profit per employee from the perspective of individual employee growth. The actual figures for the Company's TSR, the TOPIX growth rate including dividends, and consolidated operating profit per employee are as follows.

$$\begin{aligned}
 \text{(*1) The Company's TSR} &= \frac{\text{Average closing share price in the last month of the performance evaluation period (March)} + \text{total dividend for the performance evaluation period}}{\text{Average closing price in the month prior to the start of the performance evaluation period (March)}} \\
 \text{(*2) TOPIX growth rate including dividends} &= \frac{\text{Average closing price of TOPIX including dividends for the last month of the performance evaluation period (March)}}{\text{Average closing price of TOPIX including dividends for the month prior to the start of the performance evaluation period (March)}}
 \end{aligned}$$

Performance evaluation indicators	Actual results
The Company's TSR	111.31% (Average closing share price in March 2025: 1,835.67 yen, Average closing share price in March 2026: 1,997.45 yen, Dividends for the current fiscal year: 46 yen)
TOPIX growth rate including dividends	136.12% (Average closing price of TOPIX including dividends for March 2025: 4,726.65 Average closing price of TOPIX including dividends for March 2026: 6,434.27)
Consolidated operating profit per employee	Previous fiscal year: 8.67 million yen Current fiscal year: 8.01 million yen (excluding foreign exchange effects)

As the number of shares to be granted and the amount of monetary remuneration rights to be paid had not been determined at the time this business report was prepared, the amounts listed above represent the amounts expensed during the current fiscal year, calculated by multiplying the maximum number of shares based on performance evaluation by the closing price of the Company's common stock on the Tokyo Stock Exchange as of the end of the current fiscal year.

- The above remuneration includes remuneration for one Director who retired as of the conclusion of the 159th Ordinary General Meeting of Shareholders held on June 27, 2025 due to expiration of his term of office.

(3) The outline of the status contract for limitation of liability

The Company concludes with each of Outside Directors and Outside Audit & Supervisory Board Members a contract for limitation of liability which specifies the liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided by Paragraph 1, Article 425 of the Act.

(4) The outline of the directors and officers liability insurance contract

The Company has concluded with an insurance company a directors and officers liability insurance contract that insures all Directors, Audit & Supervisory Board Members, Managing Officers, Executive General Managers and other officers of the Company and its subsidiaries, as provided under Paragraph 1, Article 430-3 of the Companies Act. Under the insurance contract, damages and litigation costs caused as a result of the insured assuming liability regarding the execution of his/her duties or receiving claims pertaining to the pursuit of such liability shall be covered. However, it specifies exemptions such as no insurance coverage for liability arising from actions performed by the insured with intentional violation of laws in order not to impair the appropriateness of the execution of duties. The Company bears all insurance premiums.

(5) Matters concerning Outside Directors/Audit & Supervisory Board Members

① Relationship to the Company of important concurrent offices

Outside Director

Name	Concurrent offices	Relationship to the Company of concurrent offices
Naoko Takahashi	Chairperson of Para-Sports Development Network of Japan Outside Director of Starts Corporation Inc.	There is no special relationship between the concurrent office and the Company.
Asako Aoyama	Corporate SVP, Head of FP&A Division, and Head of Global Finance, NEC Corporation (until October 2025) CFO of Electronic Components Business Company, TDK Corporation (since November 2025)	There are transactions between NEC Corporation, the concurrent office, and the Company, including application services. However, the transaction amounts account for less than 1% of net sales of NEC Corporation as well as the Company. There is no special relationship between TDK Corporation, the concurrent office, and the Company.

Outside Audit & Supervisory Board Members

Name	Concurrent offices	Relationship to the Company of concurrent offices
Mitsuhiro Fukuta	Professor and Dean of Engineering, National University Corporation Shizuoka University	The Company has transactions including joint research and development with the concurrent office, but the annual payment from the Group to the university is less than 1% of the annual gross income of the university and is also less than 1% of the net sales of the Company.
Junko Kito	Outside Director (Audit and Supervisory Committee Member) of Alpen Co., Ltd. Outside Director (Audit and Supervisory Committee Member) of CROSS PLUS INC.	There is no special relationship between the concurrent office and the Company.

② The status of major activities in the fiscal year

Outside Directors

Name	Attended Meetings	The status of major activities
Hideaki Domichi	Meetings of the Board of Directors: fourteen (14) out of fourteen (14) (100%)	Based on his ample international experience as diplomat and deep insight into world affairs as well as environmental and social issues, he has expressed his opinions which have beneficial effect at meetings of the Board of Directors. He has also made comments as a member of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and

		objectivity, etc., in election of candidates of Directors and decision of remuneration.
Shun Egusa	Meetings of the Board of Directors: fourteen (14) out of fourteen (14) (100%)	Based on his ample experience as corporate officer of a globally operating company and high-level expertise on battery technology, he has expressed his opinions which have beneficial effect at meetings of the Board of Directors. He has also made comments as a member of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration
Naoko Takahashi	Meetings of the Board of Directors: thirteen (13) out of fourteen (14) (93%)	She has expressed useful opinions at meetings of the Board of Directors, based on her experience of winning the first place in the world by setting tasks and thoroughly implementing plans to achieve targets, as well as her awareness of social, environmental, and other issues that she has faced with an “actual thing, actual place, actual situation” mindset. She has also made comments as a member of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration.
Asako Aoyama	Meetings of the Board of Directors: eleven (11) out of eleven (11) (100%)	Based on her professional experience as a certified public accountant, ample experience as CFO, etc. at global companies, and high-level expertise on corporate finance, she has expressed her opinions which have beneficial effect at meetings of the Board of Directors. She has also made comments as a member of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration

- Notes: 1. The summary of duties performed in the fiscal year by Mr. Hideaki Domichi, Mr. Shun Egusa, Ms. Naoko Takahashi, and Ms. Asako Aoyama is also described in the “Reason to elect him/her as a candidate of Outside Director and his/her expected roles” of each Director in the “Agenda Item 2: Election of Nine (9) Directors” in the Reference Documents for the General Meeting of Shareholders.
2. The attendance at Board of Directors Meetings of Ms. Asako Aoyama covers those held after her assumption of office on June 27, 2025.

Outside Audit & Supervisory Board Members

Name	Attended Meetings	Relationship to the Company of concurrent offices
Norihisa Nagano	<p>Meetings of the Board of Directors: fourteen (14) out of fourteen (14) (100%)</p> <p>Meetings of the Audit & Supervisory Board: twelve (12) out of thirteen (13) (92%)</p>	<p>Based on his ample experience and insight as attorney, he has expressed his opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board. He is also presenting his views as an observer of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc. in election of candidates of Directors and decision of remuneration.</p>
Mitsuhiro Fukuta	<p>Meetings of the Board of Directors: thirteen (13) out of fourteen (14) (93%)</p> <p>Meetings of the Audit & Supervisory Board: twelve (12) out of thirteen (13) (92%)</p>	<p>Based on his ample insight as Doctor of Engineering, he has expressed his opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board.</p> <p>He is also presenting his views as an observer of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration.</p>
Junko Kito	<p>Meetings of the Board of Directors: fourteen (14) out of fourteen (14) (100%)</p> <p>Meetings of the Audit & Supervisory Board: thirteen (13) out of thirteen (13) (100%)</p>	<p>Based on her ample experience and insight as Certified Public Accountant and experience as an Outside Director (Audit and Supervisory Committee Member) at publicly listed companies, she has expressed her opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board.</p> <p>She is also presenting her views as an observer of the Committee on Personnel and Remuneration, etc., which aims for the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration.</p>

5. Accounting Auditor

(1) Name of Accounting Auditor

PricewaterhouseCoopers Japan LLC

(Note) Seimei Audit Corporation, which served as the Accounting Auditor, resigned at the conclusion of the 159th Ordinary General Meeting of Shareholders held on June 27, 2025.

(2) Accounting Auditor Remuneration, Etc. for the Fiscal Year

- | | |
|---|--------------|
| ① Amount of Remuneration, etc. | ¥225 million |
| ② Total amount of monetary and other property profit to be paid by the Company and its subsidiaries | ¥247 million |

- Notes:
1. Through obtaining the documents and reporting from relevant departments of the Company and the Accounting Auditor, checking the audit plans and performance for the previous fiscal year and conducting necessary assessment for adequacy of the audit plans and estimation for remuneration, etc. of the fiscal year, the Audit & Supervisory Board makes consent to remuneration, etc. of the Accounting Auditor under Paragraph 1, Article 399 of the Companies Act.
 2. Because the remuneration amount for the audit under the Companies Act of Japan and for the audit under the Financial Instruments and Exchange Act of Japan is not divided in the auditing agreement between the Company and the Accounting Auditor and is not able to be actually divided, the amount described in ① specifies the total of these remuneration amount.
 3. Magyar Suzuki Corporation Ltd., Suzuki Italia S.p.A., Maruti Suzuki India Limited, Suzuki Motorcycle India Private Limited, Pak Suzuki Motor Co., Ltd., P.T. Suzuki Indomobil Motor, and TDS Lithium-Ion Battery Gujarat Private Limited, which are the important subsidiaries of the Company, are audited by financial audit companies other than the Accounting Auditor of the Company (including entities having foreign qualifications corresponding thereto) (limited to the audit under the Companies Act of Japan and the Financial Instruments and Exchange Act of Japan (including foreign laws corresponding to these Acts)).

(3) Determination Policy of Dismissal or Non-Reappointment of Accounting Auditor

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

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

6. Overview of Systems for Ensuring Appropriate Execution of Duties and Their Status

(1) Systems for ensuring appropriate execution of duties

Basic policies related to the development of systems for ensuring appropriate execution of duties. These policies were resolved by the Board of Directors based on the Companies Act and the Order for Enforcement of the Companies Act.

① Systems to ensure that Directors' and employees' execution of their duties complies with laws and regulations and the Articles of Incorporation

- a. The Board of Directors shall formulate the "Suzuki Group Code of Conduct" to ensure Directors and Managing Officers and employees in the Company and the Group (Suzuki Group) execute their duties in a healthy manner as well as shall oversee the state in which the Code is fully disseminated throughout the Group.
- b. A Corporate Governance Committee, chaired by President, shall be established under the Board of Directors. The Corporate Governance Committee shall deploy measures for advancing thorough compliance and risk management and promote efforts to address cross-sectional challenges in coordination with the relevant sections.
- c. Executive General Managers shall clearly define the division of work among their responsible sections and establish work regulations and manuals that include compliance with laws and regulations related to their responsible duties, approval and decision procedures, and rules for the confirmation process by other sections. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, rules, etc.
- d. The Human Resources Department shall hold seminars about compliance and individual laws/regulations for executives and employees in a continuous manner in cooperation with the Corporate Planning Office, Legal Department, Engineering Department and other related departments.
- e. To prevent violations of laws and regulation and take corrective measures at an early stage, a whistleblowing system (Suzuki Group Risk Management Hotline) that has both internal and external contact points, shall be established to allow executives and employees of the Suzuki Group to report on breach of laws and regulations or their possibility without any disadvantageous treatment to the whistleblower.

The Corporate Planning Office shall strive to make the whistleblowing system fully known and to promote its use.

② Systems relating to the storage and administration of the information in relation to Directors' execution of their duties

The minutes of meetings of the Board of Directors and other information related to Directors' execution of their duties shall be retained and administered by responsible sections pursuant to laws, regulations and internal regulations, and shall be made available to Directors and Audit & Supervisory Board members for examination when the need arises.

③ Rules and other systems relating to management of the risk of loss

- a. Important matters regarding corporate management shall be decided after meetings of the Board of Directors, the Executive Committee, circular resolutions and other systems deliberate and evaluate their risks in accordance with the standard for deliberation.
- b. Executive General Managers shall establish work regulations and manuals that include preventive measures against risks that can be presumed in their responsible duties, and counter-measures in case of their occurrence. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, measures, etc.
- c. To prepare for a large-scale disaster, action manuals and business continuity plans shall be formulated, and drills shall be carried out.

④ Systems to ensure efficient execution of duties by Directors

- a. Important matters regarding corporate management shall be deliberated at the Executive Committee and other meetings prior to decision-making.
- b. The Board of Directors shall clarify responsibilities regarding the execution of Managing Officers' and Executive General Managers' duties, and shall supervise their execution.
- c. The Board of Directors shall receive reporting from the person responsible for the execution of the duties, as necessary, on how the matters, which were decided at meetings of the Board of Directors, the Executive Committee and other meetings, are executed. In response to reports, the Board of Directors shall give necessary instructions.
- d. The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries and regularly verify the progress of business plans for fiscal years as made by Executive General Managers in order to achieve the mid-term plan.
- e. The Audit Department, which directly reports to President, shall audit the state of establishment and operation of internal controls, which are based on the basic policies, on a regular basis and shall report on the outcome to the Board of Directors.

The Board of Directors shall make Managing Officers and Executive General Managers attend meetings of the Board of Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.

⑤ Systems to ensure appropriateness of duties of the Corporate Group consisting of the Company and subsidiaries

- a. The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries, and the presidents of the subsidiaries shall make business plans in the fiscal years in order to achieve the mid-term plans.
- b. The Company shall set forth regulations for managing subsidiaries, which clarify the departments that are responsible for administering the subsidiaries, and receive reporting from subsidiaries on the situation of their business on a regular basis and on matters set forth in the regulations. Important matters related to the corporate management of subsidiaries shall be subject to prior approval from the Company or reported to the Company in accordance with the regulations.

Note: In accordance with a resolution adopted at the Board of Directors meeting held on September 23, 2025, the portion of item b, "Important matters related to the corporate management of subsidiaries shall be subject to prior approval from the Company," has been revised to the text above.

- c. The Corporate Governance Committee shall deploy thorough compliance and measures for risk management, which include consolidated subsidiaries, to the presidents of subsidiaries as well as give them necessary assistance in coordination with the relevant departments.

The Audit Department, directly reporting to President, shall regularly audit the state of dissemination of "the Suzuki Group Code of Conduct," compliance, risk management and the state of establishment of a whistleblowing system as well as report the results to the Board of Directors.

The Board of Directors shall make the presidents of subsidiaries attend meetings of the Board of Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.

- d. The Corporate Planning section shall create awareness for the "Suzuki Group Risk Management Hotline" at subsidiaries to allow the Directors, Managing Officers and employees of subsidiaries to report directly to the Company on violations or possible violations of laws and regulations.

⑥ Matters for employees to support the business of the Audit & Supervisory Board Members when the Audit & Supervisory Board Member seeks appointment of the employees; matters for independence of such employees from the Directors; and matters for ensuring the efficiency of instructions given the employees

- a. The Company shall establish the Secretariat of Audit & Supervisory Board in which staff is dedicated to executing their duties under the direction of Audit & Supervisory Board Members.
- b. Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints can ask a change of their staff anytime, and Directors shall not refuse the requests without proper reason.

- c. Transfers, treatments, disciplinary punishments, etc. of the staff in the Secretariat of Audit & Supervisory Board shall be subject to approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints. Evaluation of personnel shall be conducted by Audit & Supervisory Board Members as appointed by the Audit & Supervisory Board.

⑦ Systems for reporting to the Audit & Supervisory Board Members

- a. Audit & Supervisory Board Members may attend the Executive Committee, other important meetings and various committees in addition to meetings of the Board of Directors to ask questions and express their opinions.
- b. In additions to delivering circular resolutions and other important documents to Audit & Supervisory Board Members, the Board of Directors, departments and the presidents of subsidiaries shall submit necessary information and report on the state of business and duties at the request of Audit & Supervisory Board Members.
- c. Upon finding a fact that can cause serious damage to the Suzuki Group, the Board of Directors shall report on the fact to the Audit & Supervisory Board immediately.
- d. The Audit Department, directly reporting to President, shall report on the results of internal audits to the Audit & Supervisory Board.
- e. One of the contacts of the “Suzuki Group Risk Management Hotline” shall be Audit & Supervisory Board Members. In addition, the state of whistleblowing activities outside that of Audit & Supervisory Board Members shall be reported to Audit & Supervisory Board Members on a regular basis.
- f. Company shall not engage in disadvantageous treatment against those who reported to Audit & Supervisory Board Members, and shall ask the subsidiaries to treat them in the same way.

⑧ Matters regarding procedures for prepayment or redemption of expenses arising from the execution of duties of Audit & Supervisory Board Members and processing of other expenses or liabilities arising from the execution of such duties

The Company shall budget a certain amount of funds each year to pay expenses, etc. caused by the execution of Audit & Supervisory Board Members’ duties.

When Audit & Supervisory Board Members claim an advance payment of expenses and others related to the execution of their duties, the Company shall process the claim without delay.

⑨ Other System to ensure effecting auditing by the Audit & Supervisory Board Members

Audit & Supervisory Board Members may seek advice, etc. from lawyers and other external experts, if necessary, at the expense of the Company.

(2) Overview of Operation of the Systems for Ensuring Appropriate Execution of Duties

The following is an overview of operation of the basic policies related to the systems for ensuring appropriate execution of duties:

① Initiatives to ensure that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation (compliance)

- The Corporate Governance Committee strives to raise employee awareness of compliance 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 Board of Directors and the Audit & Supervisory Board as appropriate.
- In light of the improper sampling inspection of fuel efficiency and exhaust gas in 2016 and the improper conduct regarding final vehicle inspection in 2018, we are continuously implementing the following five initiatives in particular, never to occur such misconducts again.
 - 1) President’s workplace dialogue
To facilitate communication between managers and their team as well as among colleagues and departments, and to foster a culture in which it is easy to report, communicate, and consult their managers, the president has conducted workplace dialogues for all divisions, on a workplace-by-workplace basis.
 - 2) “Remember 5.18” activities

In addition to reviewing the above two misconducts, a comprehensive review of the legal compliance status of operations is conducted throughout the Suzuki Group, and a debriefing session on the results of the activities is held on around May 18 every year.

3) Quality Education Room

A Quality Education Room was established within the Company where all employees can look back on the above two misconducts. They visit this facility every year to learn about quality to prevent the problems from fading away and foster awareness of compliance.

4) Compliance Handbook

Based on the spirit of the Mission Statement, the Philosophy of Conduct, and the Suzuki Group Code of Conduct, the Compliance Handbook outlines specific actions to be taken by Suzuki Group executives and employees from the perspective of compliance, and is used for compliance-related activities in the workplace and for guidance from managers to their team members regarding compliance.

5) Daily compliance quiz

To foster a culture of everyday awareness of compliance, an e-learning program that displays one compliance-related quiz question a day when employees and executives start up their work computers has been running daily.

- Trainings on compliance for executives including officers and employees are continuously conducted.
- The Suzuki Group whistleblowing system, "Suzuki Group Risk Management Hotline," is operated in accordance with the Whistleblower Protection Act. We continuously promote awareness through education, training, and the display of awareness posters in all workplaces, striving for early detection and appropriate handling of compliance issues.

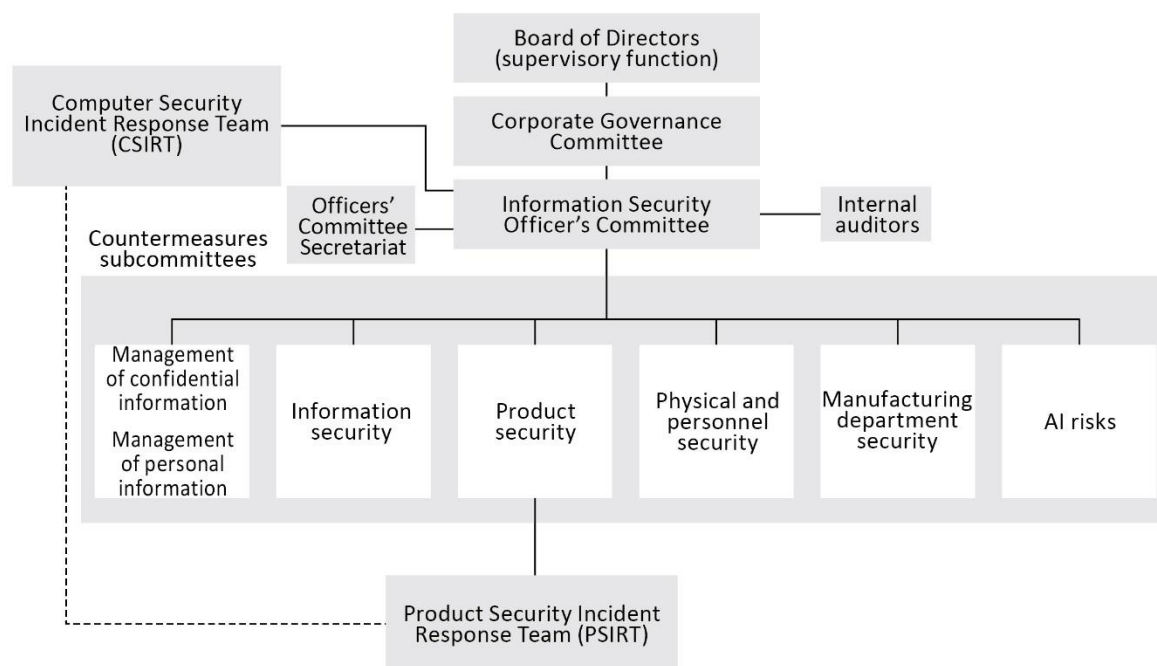
② **Measures relating to storage and management of information regarding execution of duties by Directors**

- According to laws and regulations and internal rules, minutes of meetings of the Board of Directors as well as other documents and information regarding execution of duties by Directors are stored and managed appropriately. Information security system is established to manage security of information and the system is reviewed regularly.

③ Measures relating to regulations, etc. on management of the risk of loss

- The Company has constructed 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 headquarters every week at the Executive Committee in order to quickly grasp the impact of issues related to product quality, certifications, final vehicle inspections, etc., and issues of shortages of parts or raw materials on the business and make necessary management decisions.
- The Company is working to strengthen its system for prompt investigation of causes and implementation of countermeasures in response to quality issues, and the Company constantly keeps track of the latest status of quality issues at weekly and monthly meetings attended by the management. 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.
- 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, which is directed and supervised by the Board of Directors to deal with information security in general including cyber security, and the Company is promoting the Suzuki Group's information security measures.

(Reference) Information security system



- Internal rules are constantly being developed in each department. The Company is working to strengthen systems for efficient and appropriate operations in compliance with laws, regulations, etc. We all have provided chances for ourselves to check each work procedure and make the necessary improvements regularly every year.
- In accordance with the Company's "CSR Guidelines for Suppliers" to comply with laws and regulations, we are working with suppliers to fulfil our corporate responsibilities together, including respect for human rights and environmental preservation, with the principle of safety and quality first in our mind.
- To ensure business continuity and rapid recovery even in the event of emergencies such as natural disasters, the Company has formulated the Business Continuity Plan (BCP) and based on this, the Company has secured the necessary cash on hand and lines of credit. To prepare for various business disruption risks and to ensure employee safety while promptly achieving business continuity and recovery, we are working to strengthen resilient operational systems.

④ Measures relating to efficiency improvements in Directors' execution of their duties

- To allow the Board of Directors to make decisions on vital management issues efficiently and quickly, such issues are deliberated at the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others before being put to the Board of Directors. Also, in order to allow sufficient time for the Board of Directors to deliberate important issues related to management, meetings of the Board of Directors are operated to secure ample time in schedule and materials for the meetings are distributed in advance.
- The Company is aiming to improve efficiency and speed in decision-making by the Board of Directors through certain measures such as by delegating decisions on individual matters to Directors or Managing Officers through the approval system, by receiving monthly reports on the state of operations and progress of business plans of each department including consolidated subsidiaries, and by holding meetings of the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others periodically and as the need arises to deliberate and make decisions on vital management issues and measures quickly.
- The Board of Directors receives regular updates from the persons responsible for each business segment including consolidated subsidiaries on the Mid-term Management Plan to examine the progress of the plan and provide appropriate instructions.
- The Company clarifies who is responsible for executing new management issues as they arise, gives instructions as necessary and receives reports on the status of execution.
- The internal audit department audits the state of establishment and operation of internal controls, which are based on these basic policies, on a regular basis and reports the results of audits to the Board of Directors.

⑤ Measures to ensure appropriateness of duties of the Corporate Group consisting of the Company and subsidiaries

- The Company has defined the Rules of Business Control Supervision for Affiliated Companies and established departments responsible for the management of each of its subsidiaries. Subsidiaries are managed and supervised to ensure regular provision of status reports and reports on other matters as defined by these Rules, and to ensure the receipt of approval from the Company in advance or the report to the Company with respect to any significant matters in accordance with the Rules.
- The Company has established a whistleblowing system in the Group and strives to identify compliance issues at subsidiaries.
- In accordance with the audit plan, through on-site and remote auditing and investigation of written documentation, etc., the Company's internal audit department with personnel thoroughly familiar with the various fields of the Company's operation audits the state of establishment and operation of internal controls, including the appropriateness and efficiency of business at departments of the Company and at domestic/overseas subsidiaries, the state of compliance with laws/regulations and internal rules, and the state of management/maintenance for assets. The results are reported to the President, other concerned Directors and Audit & Supervisory Board members each time an audit is conducted, and once every half period to the Board of Directors, and the internal audit department provides advice and guidance to the audited departments and audited subsidiaries based on audit results until the applicable improvements have been completed.
- For overseas subsidiaries that have an internal audit department, the Company's audit department checks the activities of those internal audit departments, receives reports on audit plans and results, and provides advice and guidance as needed.

⑥ Measures related to audits by Audit & Supervisory Board Members (Measures for the systems (6)–(9) to ensure appropriateness of duties)

- The Company has established the Secretariat of the Audit & Supervisory Board, which is a full-time staff department independent from the chain of command of Directors, etc., to support the duties of Audit & Supervisory Board Members. Merit Rating of staff at the Secretariat of the Audit & Supervisory Board shall be performed by Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints, and approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints shall be obtained in advance of personnel transfers, etc.
- By having Audit & Supervisory Board Members attend meetings of the Board of Directors, corporate governance meetings and the Executive Committee that are related to business operations and management, the Company makes it possible for Audit & Supervisory Board Members to verify the decision-making process and receive any necessary reports, and express their opinions.
- The decision documents concerning the business operations of the Company and its subsidiaries are

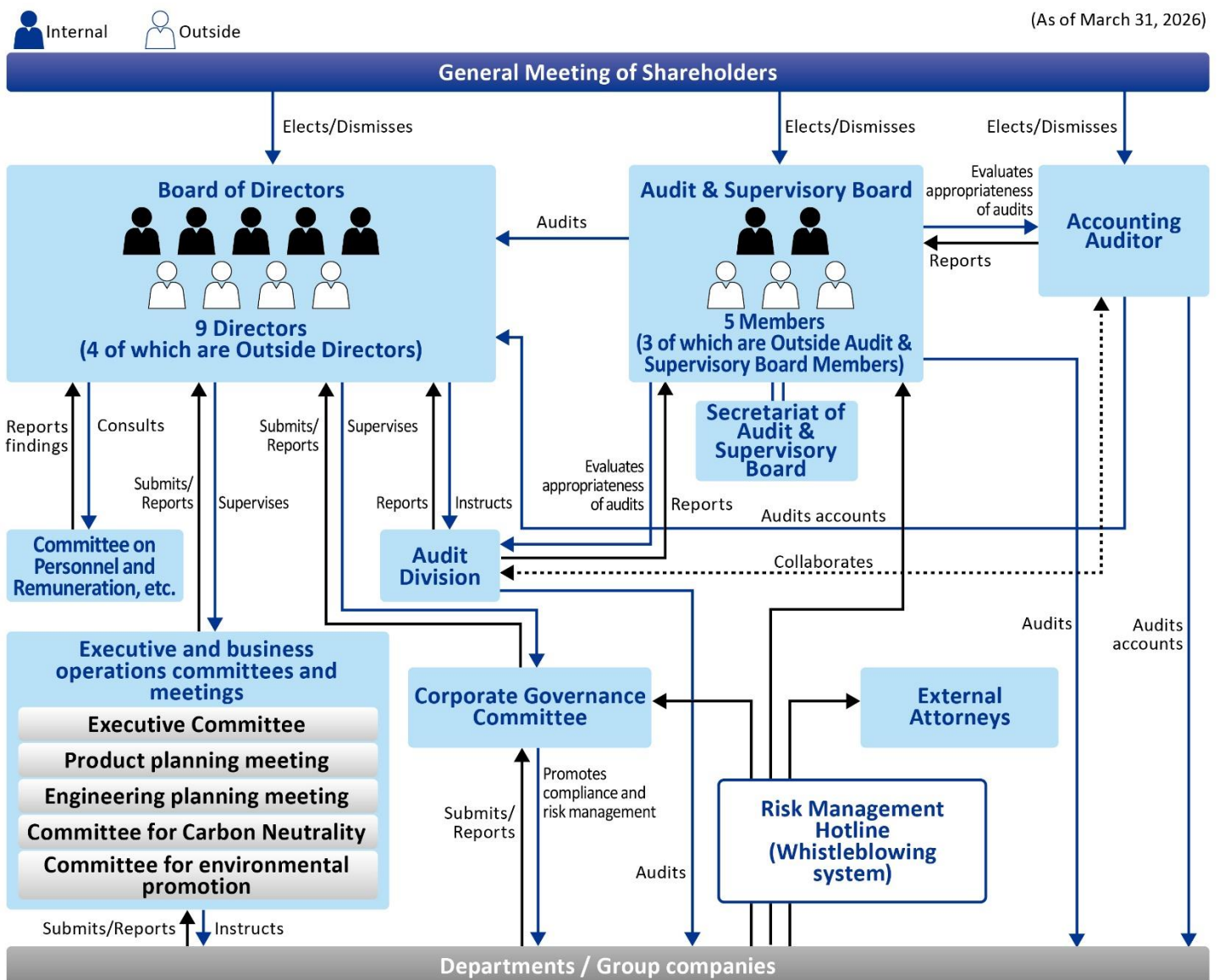
provided to the Audit & Supervisory Board Members, and when necessary, the business and business conditions are explained as necessary.

- The internal audit department properly reports results of audits to Audit & Supervisory Board Members, allowing for more efficient auditing to be carried out in joint collaboration between Audit & Supervisory Board Members and the internal audit department.
- In the whistleblowing system of the Suzuki Group, a contact point with Audit & Supervisory Board Members for whistleblowing is established. Additionally, all of the reports received at Corporate Planning Office as well as at external contact points are also reported to the Audit & Supervisory Board promptly so that information regarding various issues within the Company is shared with them.
- Expenses for the execution of duties of the Audit & Supervisory Board Members are independently budgeted and properly processed.

(Reference) Corporate governance system

Through fair and efficient corporate activities, Suzuki aims to earn the trust of our shareholders, customers, suppliers, local communities, employees, and other stakeholders, and to make further 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.



CONSOLIDATED FINANCIAL STATEMENTS

Consolidated Statement of Financial Position

(Amount: Millions of yen)

Account Title	FY2025 (As of March 31, 2026)	(Reference) FY2024 (As of March 31, 2025)
Assets		
Current assets	2,913,096	2,528,681
Cash and cash equivalents	973,291	842,710
Trade and other receivables	612,892	590,303
Inventories	692,677	571,468
Income taxes receivable	15,764	7,748
Other financial assets	414,319	331,252
Other current assets	196,123	179,605
Subtotal	2,905,069	2,523,089
Assets held for sale	8,026	5,591
Non-current assets	3,723,719	3,464,976
Property, plant and equipment	1,802,113	1,673,471
Right-of-use assets	57,684	50,009
Intangible assets	185,449	178,162
Investments accounted for using equity method	141,790	115,563
Other financial assets	1,423,447	1,344,493
Deferred tax assets	71,228	63,742
Other non-current assets	42,005	39,533
Total assets	6,636,815	5,993,657

(This is an English translation of the original Notice in the Japanese language mailed to shareholders in Japan and is for reference purpose only. If there are any discrepancies between this document and the original Japanese Notice, the original Japanese Notice prevails.)

Account Title	FY2025 (As of March 31, 2026)	(Reference) FY2024 (As of March 31, 2025)
Liabilities		
Current liabilities	1,676,902	1,602,557
Trade and other payables	538,288	422,142
Bonds and borrowings	263,394	297,834
Income taxes payable	66,375	52,789
Other financial liabilities	85,073	99,457
Provisions	134,298	165,340
Other current liabilities	589,472	564,992
Non-current liabilities	806,803	703,029
Bonds and borrowings	485,229	427,465
Other financial liabilities	60,437	52,113
Retirement benefit liability	49,608	46,259
Provisions	27,607	23,332
Deferred tax liabilities	126,801	91,587
Other non-current liabilities	57,117	62,270
Total liabilities	2,483,705	2,305,586
Equity		
Equity attributable to owners of parent	3,382,083	2,970,660
Share capital	138,370	138,370
Capital surplus	46,864	59,013
Retained earnings	2,986,707	2,619,684
Treasury shares	(39,168)	(39,166)
Other components of equity	249,310	192,758
Non-controlling interests	771,025	717,410
Total equity	4,153,109	3,688,070
Total liabilities and equity	6,636,815	5,993,657

[Note] Amounts less than one million yen are rounded down.

Consolidated Statements of Income

(Amount: Millions of yen)

Account Title	FY2025 (April 1, 2025 – March 31, 2026)	(Reference) FY2024 (April 1, 2024 – March 31, 2025)
Revenue	6,292,967	5,825,161
Cost of sales	(4,688,619)	(4,256,502)
Gross profit	1,604,347	1,568,659
Selling, general and administrative expenses	(1,012,493)	(944,341)
Other income	39,506	26,516
Other expenses	(8,451)	(7,982)
Operating profit	622,909	642,851
Finance income	129,618	118,813
Finance costs	(29,288)	(43,440)
Share of profit (loss) of investments accounted for using equity method	7,504	11,996
Profit before tax	730,744	730,220
Income tax expense	(186,857)	(200,503)
Profit	543,886	529,717
Profit attributable to		
Owners of parent	439,267	416,050
Non-controlling interests	104,619	113,667
Profit	543,886	529,717

[Note] Amounts less than one million yen are rounded down.

NON-CONSOLIDATED FINANCIAL STATEMENTS

Non-Consolidated Balance Sheets

(Amount: Millions of yen)

Account Title	FY2025 (As of March 31, 2026)	(Reference) FY2024 (As of March 31, 2025)
Assets		
Current assets	1,256,463	1,096,097
Cash and deposits	632,594	539,270
Notes receivable – trade	955	1,125
Accounts receivable-trade	353,087	278,266
Securities	35,000	35,000
Merchandise and finished goods	60,984	51,551
Work in process	24,496	25,760
Raw materials and supplies	21,788	21,130
Prepaid expenses	2,702	1,313
Other	131,471	148,540
Allowance for doubtful accounts	(6,619)	(5,862)
Non-current assets	1,613,107	1,531,748
Property, plant and equipment	418,450	368,619
Buildings, net	97,327	81,655
Structures, net	20,356	20,038
Machinery and equipment, net	111,074	81,127
Vehicles, net	796	820
Tools, furniture and fixtures, net	19,734	18,404
Land	148,414	144,550
Construction in progress	20,746	22,022
Intangible assets	601	671
Right to use facilities	601	671
Investments and other assets	1,194,055	1,162,458
Investment securities	289,751	276,650
Shares of subsidiaries and associates	656,717	622,888
Bonds of subsidiaries and associates	6,621	15,000
Investments in other securities of subsidiaries and associates	22,240	22,239
Investments in capital	9	13
Investments in capital of subsidiaries and associates	19,248	19,248
Long-term loans receivable	–	1
Long-term loans receivable from subsidiaries and associates	2,367	2,023
Long-term prepaid expenses	970	623
Prepaid pension costs	30,812	30,643
Deferred tax assets	111,279	122,566
Other	54,037	50,561
Allowance for doubtful accounts	(2)	(2)
Total assets	2,869,570	2,627,846

(Amount: Millions of yen)

Account Title	FY2025 (As of March 31, 2026)	(Reference) FY2024 (As of March 31, 2025)
Liabilities		
Current liabilities	983,625	988,731
Accounts payable – trade	219,249	166,601
Short-term borrowings	58,500	81,500
Current portion of long-term borrowings	105,000	133,000
Accounts payable-other	13,433	18,955
Accrued expenses	119,427	119,855
Income taxes payable	24,479	11,650
Advances received	14,457	9,338
Deposits received	310,401	293,659
Provision for product warranties	118,140	153,270
Other	537	900
Non-current liabilities	459,075	402,856
Long-term borrowings	392,000	341,000
Provision for retirement benefits	22,402	22,202
Provision for retirement benefits for directors	16	16
Provision for product liabilities	8,615	5,354
Provision for recycling expenses	18,290	17,289
Asset retirement obligations	408	411
Other	17,343	16,581
Total liabilities	1,442,701	1,391,588
Net assets		
Shareholders' equity	1,351,562	1,180,816
Share capital	138,370	138,370
Capital surplus	146,436	146,436
Legal capital surplus	144,720	144,720
Other capital surplus	1,716	1,716
Retained earnings	1,105,825	935,079
Legal retained earnings	8,269	8,269
Other Retained earnings		
Reserve for tax purpose reduction entry of non-current assets	12,768	12,784
Provision of reserve for promoting open innovation	1,231	412
General reserve	832,000	684,000
Retained earnings brought forward	251,554	229,613
Treasury shares	(39,070)	(39,069)
Valuation and translation adjustments	75,265	55,399
Valuation difference on available-for-sale securities	75,265	55,423
Deferred gains or losses on hedges	-	(23)
Share acquisition rights	41	41
Total net assets	1,426,869	1,236,257
Total liabilities and net assets	2,869,570	2,627,846

[Note] Amounts less than one million yen are rounded down.

Non-Consolidated Statements of Income

(Amount: Millions of yen)

Account Title	FY2025 (April 1, 2025 – March 31, 2026)	(Reference) FY2024 (April 1, 2024 – March 31, 2025)
Net sales	2,967,932	2,627,921
Cost of sales	2,293,838	2,007,350
Gross profit	674,093	620,571
Selling, general and administrative expenses	449,971	432,475
Operating profit	224,121	188,095
Non-operating income	89,883	77,704
Interest income	5,567	5,852
Interest on securities	3,124	1,836
Dividend income	68,501	61,379
Rental income from non-current assets	5,116	4,175
Foreign exchange gains	5,196	–
Miscellaneous income	2,377	4,461
Non-operating expenses	29,615	26,825
Interest expenses	5,703	3,623
Loss on valuation of securities	18,995	2,392
Depreciation of assets for rent	2,759	2,540
Foreign exchange losses	–	16,653
Miscellaneous expenses	2,156	1,615
Ordinary profit	284,389	238,975
Extraordinary income	14,958	43,137
Gain on sale of non-current assets	31	491
Gain on sale of investment securities	14,927	42,646
Extraordinary losses	154	1,097
Loss on sale of non-current assets	0	923
Loss on sale of investment securities	–	155
Impairment losses	154	18
Profit before income taxes	299,193	281,016
Income taxes – current	43,012	47,008
Income taxes – deferred	2,461	2,883
Income taxes	45,473	49,892
Profit	253,720	231,123

[Note] Amounts less than one million yen are rounded down.

AUDIT REPORTS

Report of Accounting Auditor on Consolidated Financial Statements

(For this English translation, Report of Independent Auditor is omitted.)

Report of Accounting Auditor

(For this English translation, Report of Independent Auditor is omitted.)

Report of the Audit & Supervisory Board

(For this English translation, Audit Report is omitted.)

(Reference) TOPICS

(For English Translation, the pictures and the chart are omitted.)

June 2025

Launched Indian vegetarian ready-to-eat curry

The authentic Indian vegetarian dishes served at the corporate cafeteria in Suzuki's Head Office, which are affectionately referred to as "my mother's cooking" by employees of Indian origin, have been developed into retort curry packets by TORIZEN Co., Ltd., a company operating bridal and restaurant businesses.

In addition to Suzuki's official EC site "S-MALL," the products are also available at the "S-MALL Suzuki Plaza Shop," a store within the Suzuki Plaza that was newly opened in October.

July 2025

Unveiled the All-New GSX-8T and All-New GSX-8TT

The all-new "GSX-8T" and all-new "GSX-8TT" combine the unique and attractive elements of Suzuki's past iconic models with modern design, incorporating the latest technology, engines, and chassis. They have gained an identity as neo-retro street bikes that embody classic nostalgia and satisfy the sense of ownership.

Sales began sequentially in countries around the world, primarily in Europe and North America. In Japan, the products were launched in January 2026.

July 2025

Conducted Global Clean-up Activity

As part of the "Suzuki Clean Ocean Project" for the conservation of waterfront environments, we conduct waterfront clean-up activities every year in collaboration with Suzuki outboard motor distributors both domestically and internationally. This year, under the theme "Ocean of Tomorrow: Universal Clean-up Day," overseas distributors and dealers simultaneously carried out marine clean-up activities around the world on July 12. This first-ever global clean-up activity saw a total of about 2,800 participants from 34 countries and regions taking part, making this the largest activity to date.

July 2025

Wagon R Series and Swift Achieve Accumulated Global Sales of 10 million Units

Wagon R series has achieved accumulated global sales of 10 million units by June 2025, and compact passenger car Swift achieved accumulated global sales of 10 million units as of July 2025.

Wagon R series is sold in 75 countries and regions worldwide, while Swift is sold in more than 170 countries and regions worldwide, both are models representing Suzuki that are loved by many customers.

August 2025

Activities of the SUZUKI EDUCATION & CULTURE FOUNDATION and the SUZUKI FOUNDATION

The SUZUKI EDUCATION & CULTURE FOUNDATION has selected 41 high school students and 3 college students as new scholarship recipients for fiscal year 2025. In February 2026, as part of its support program for special needs education schools, the Foundation donated sports equipment, musical instruments, electronic blackboards, and

assistive devices for use by students at 33 schools to their respective PTAs.

In February 2026, the SUZUKI FOUNDATION selected the recipients of the “6th Yaramaika Grand Prize and Special Prize.” The Grand Prize was awarded to Professor Emeritus Masato Abe of Kanagawa Institute of Technology for his “outstanding contributions to automotive motion performance and control.” The Special Prize was awarded to Associate Professor Shoichi Kikuchi of Shizuoka University and Associate Professor Hiroaki Kubota of Tokai University.

August 2025

Held Start of Dispatch Ceremony of the BEV e VITARA in India

Dispatch of Suzuki’s first global strategic BEV, the e VITARA, has begun in India.

As a global model, it is supplied from India to more than 100 countries and regions worldwide, with sales launching in Japan in September and in India in January 2026.

In October, it was selected as one of the “10 Best Cars” for the 2025-2026 Japan Car of the Year, and in November, it received the Special Award at the 2026 RJC Car of the Year.

September 2025

Unveiled the All-new SUV Victoris in India

Maruti Suzuki India Limited has unveiled the all-new SUV model Victoris.

The Victoris is an all-new SUV featuring a futuristic design along with enhanced equipment for safety and comfort to meet the diverse needs of Indian customers. It is scheduled to be exported to more than 100 countries and regions, in addition to being sold domestically in India.

In December, Victoris was awarded the “Indian Car of the Year (ICOTY) 2026,” India’s most prestigious automotive award. This marks the third model and fifth overall win for Maruti Suzuki.

September 2025

Accelerates Electric Mobility Business by Strengthening Partnership with RT.WORKS

With the aim of strengthening Suzuki’s development capabilities in the electric mobility field and contributing to greater freedom of movement for more customers, we have acquired all shares of RT.WORKS co., Ltd., a company engaged in the development, sales, and contract development of life support robots, including electric assist walkers, making it a wholly owned subsidiary.

As we work to “develop small electric mobility solutions that contribute to society,” we shared RT.Works’ philosophy of “Contributing to people’s enriched lives and social development through robot technology,” and decided to move forward together with RT.Works.

September 2025

Announced Technology Strategy 2025 and the Concept of “3Gen • 2Gen”

As the Technology Strategy 2025, we announced proactive initiatives through Suzuki’s technologies to tackle social issues related to people’s mobility, in addition to Suzuki’s traditional efforts to address environmental and energy challenges. As a company providing infrastructure mobility closely linked to daily life, Suzuki has newly established the concept of “3Gen • 2Gen (Genba, Genbutsu, Genjitsu, Genri, Gensoku),” adding “Fundamental Principle (Genri),

Fundamental Rule (Gensoku) (2Gen)” to the traditional philosophy of conduct “Actual Place, Actual Thing, Actual Situation (Genba, Genbutsu, Genjitsu) (3Gen).” Based on the technology philosophy of “Minimizing Energy” in harmony with the Earth and the technology policy of “Maximizing Essential Value” centered on people, Suzuki will offer technologies under the concept of “Right x Light Mobile Tech,” delivering value that truly supports customers.

September 2025

Adopted the All-New Emblem

We have redesigned the emblem used on our products for the first time in 22 years.

The new emblem reflects the newly established corporate slogan “By Your Side,” and embodies Suzuki’s unwavering commitment since its founding to “focus on the customer,” as well as new possibilities for the future.

September 2025

Announced DX Strategy

We have announced our DX (Digital Transformation) Strategy, aiming for sustainable growth and the creation of new value for customers by empowering all employees to leverage AI and data as Team Suzuki. With “Transformation of Human Resources,” “Organizational and Cultural Transformation,” and “Transformation of Products and Services” as our pillars, all employees at Team Suzuki will leverage data and AI to work toward realizing the mid-term management plans, “By Your Side.” We will actively embrace innovations in AI technology and, through thinking that transcends conventional boundaries, provide optimal mobility to more customers.

In December, we were certified as a “DX-Certified Business Operator” designated by the Ministry of Economy, Trade and Industry as a company that complies with the fundamental principles of the “Digital Governance Code.”

October 2025

Exhibiting at the Japan Mobility Show 2025

The theme for the Suzuki booth at the Japan Mobility Show 2025 was “By Your Side” the corporate slogan, and each stage of the booth and exhibition were set in ways visitors can feel “By Your Side.”

By concentrating our technologies as a comprehensive mobility manufacturer, we made proposals for various infrastructure mobility that can help solve the problems of each customer, such as concept model of BEV mini car “Vision e-Sky” and next-generation four-leg mobility “MOQBA 2”.

October 2025

40th Anniversary since the Launch of the Senior Car

We are celebrating the 40th anniversary since the first-generation Senior Car electric tricycle, the “Suzuki Senior Car ET10,” was launched in October 1985. This vehicle was developed as a means of transportation for the aged and people with limited leg mobility that travels on sidewalks at a safe speed comparable to that of pedestrians, in response to an aging society. We introduced a four-wheeled model in 1999 and launched the “Town Cart” in 2005 which is designed for use in residential and urban areas. Over these 40 years, we have adapted to changing times, developed products to meet customer needs, and also engaged in safety awareness activities.

November 2025

Unveiled Crossover Model, the All-New SV-7GX

We announced the all-new crossover model SV-7GX.

The new model SV-7GX is a versatile bike that can become a reliable partner for many users, from young to veteran riders, for various uses ranging from everyday city riding to weekend touring.

December 2025

Suzuki's first biogas plant commenced operations

Suzuki R&D Center India Private Limited, a wholly owned subsidiary of Suzuki in India, commenced operations at the BANAS SUZUKI BIOGAS PLANT constructed in Agthala, Banaskantha district, Gujarat, on December 6, and constructed in Bhukhala, the same district, on January 18, 2026.

BANAS SUZUKI BIOGAS PLANT is Suzuki's first plant to produce and sell biogas as fuel for CNG vehicles (CBG).

In addition to producing and selling CBG, the plant will sell the cow dung remaining after biogas generation as organic fertilizer.

March 2026

Launched the All-new Mini-commercial BEV Van "e EVERY"

The all-new mini-commercial battery electric vehicle (BEV) van "e EVERY" realizes a silent and powerful EV drive, while maintaining the user-friendliness of a mini-commercial van. It can also contribute to local society by having the capacity to supply electricity from the vehicle in case of an emergency, such as blackouts. The vehicle delivers performance sufficient for daily and business use, while combining the powerful driving distinctive of EVs, and achieving high levels of quietness and stability.

Memo for the shareholders

Ordinary General Meetings of Shareholders	In June	
Record Date	Ordinary General Meetings of Shareholders	31 March
	Year-End Dividends	31 March
	Interim Dividends	30 September
	In case it is necessary, we shall give public notices in advance.	
The method of public notices	<p>Electronic public notices provided, however, in the event of accidents or any unavoidable circumstances which makes electronic public notices impossible, the Company's public notices shall be given in the Nihon Keizai Shimbun published in Tokyo-to.</p> <p>https://www.suzuki.co.jp/ir/</p>	
Stock Code	7269	
Transfer Agent (The institute managing the special bank account)	Sumitomo Mitsui Trust Bank Ltd. 1-4-1 Marunouchi, Chiyoda-ku, Tokyo 100-8233	
Place to contact for the above matter	<p>Stock Agency Department</p> <p>Sumitomo Mitsui Trust Bank Ltd.</p> <p>3-15-33 Sakae, Naka-ku, Nagoya 460-8685</p>	
Place to send mails (inquiries)	<p>Stock Agency Department</p> <p>Sumitomo Mitsui Trust Bank Ltd.</p> <p>2-8-4 Izumi, Suginami-ku, Tokyo 168-0063</p> <p>Toll Free: 0120-782-031</p> <p>(Opening hours: 9:00-17:00, except for Saturdays, Sundays and public holidays)</p>	

About any procedure for stocks	
About contact points for changing address, selling or purchasing shares less than one unit, etc.	About outstanding dividend payment
<p>(1) Shareholders who use stock company Please contact your stock company.</p> <p>(2) Shareholders for whom the special bank account was opened, not having bank account in stock company Please contact Sumitomo Mitsui Trust Bank Ltd., which is the institute managing the special account.</p>	Please contact Sumitomo Mitsui Trust Bank Ltd., which is the Transfer Agent.

Map of the venue of the General Meeting of the Shareholders

(English Translation Omitted)