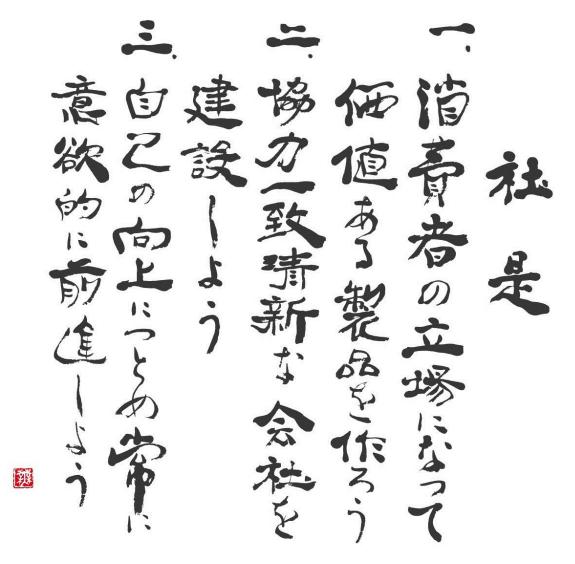


Brief on Suzuki's Growth Strategy for FY2030

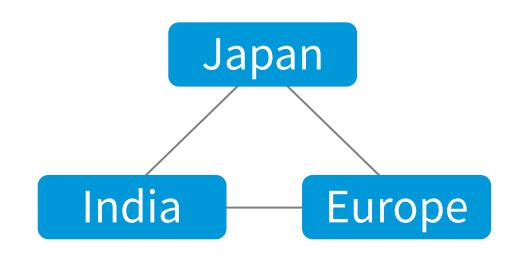


Mission Statement

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



Growth Strategy



Realization of a carbon neutral society

Contributing to the growth of emerging countries (India, ASEAN, Africa, etc.)

Suzuki's unique solutions

Development of products and services focused on the customer

Growth along with the operating country/region



- 1. History of Suzuki
- 2. Carbon Neutrality
- 3. Resources
- 4. Growth Target



1. History of Suzuki

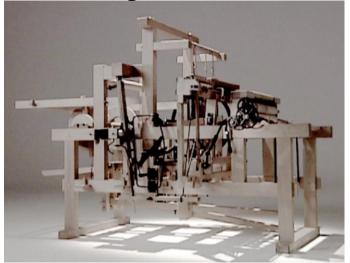


History of Suzuki | Origin

"I want to make my mother's weaving work easier for her."

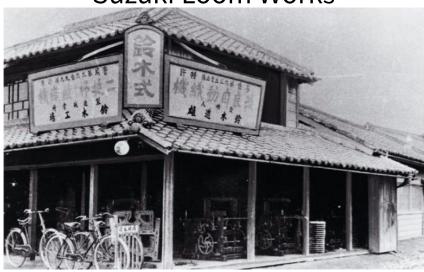
Michio Suzuki, founder First loom, gifted to his mother



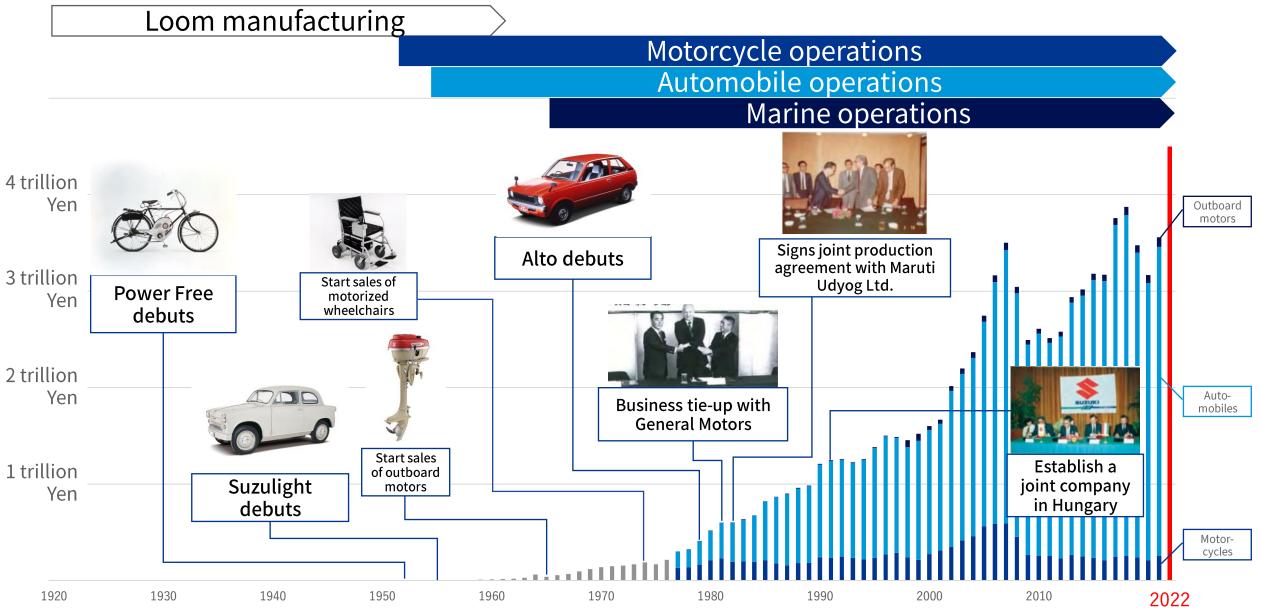


Loom from the 1910s (restored)

Suzuki Loom Works



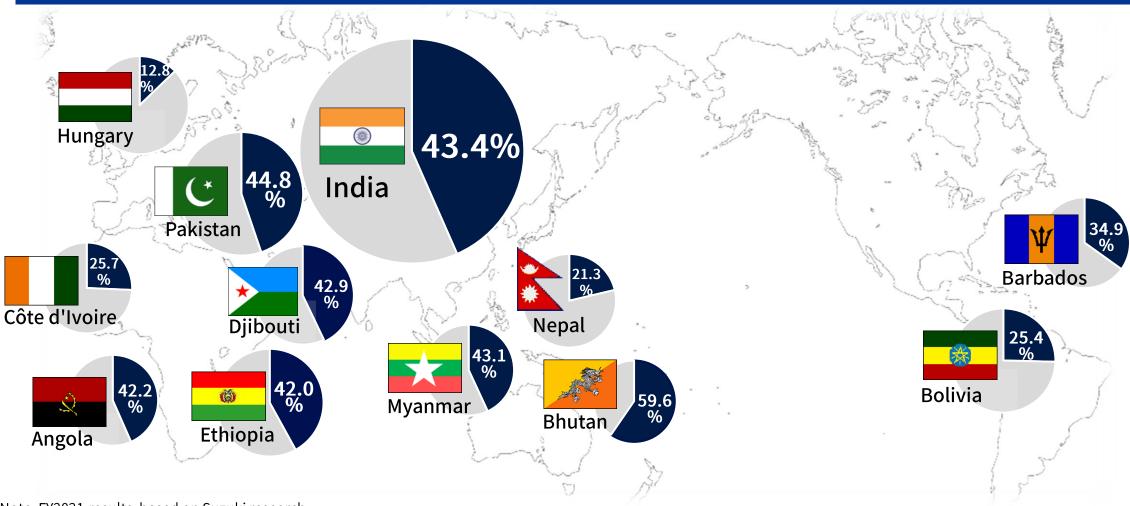
History of Suzuki | Expansion of Business (Sales Trends)





History of Suzuki | Sold in 208 Countries/Regions of the World

Top automobile share in 12 countries in the world



Note: FY2021 results, based on Suzuki research

[•] India: Passenger vehicle shares • Pakistan: Includes imported vehicles • Côte d'Ivoire: CY2021 results



History of Suzuki | Overseas Expansion

Provide products and service that support customers' life and work

Job creation

Industry growth

Growth along with the operating country/region

Local production

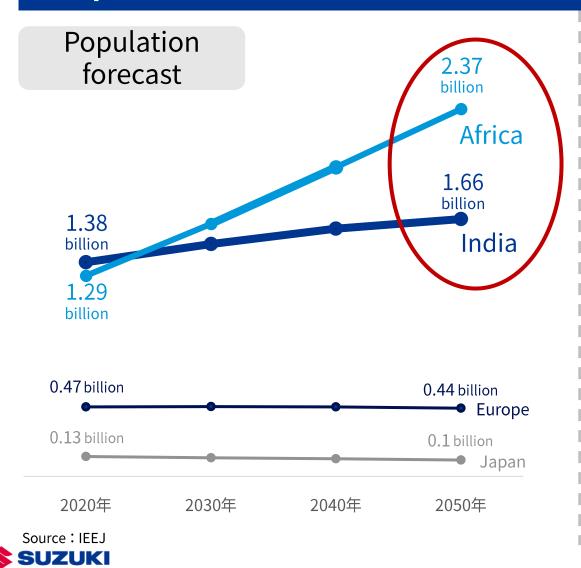
Economic development

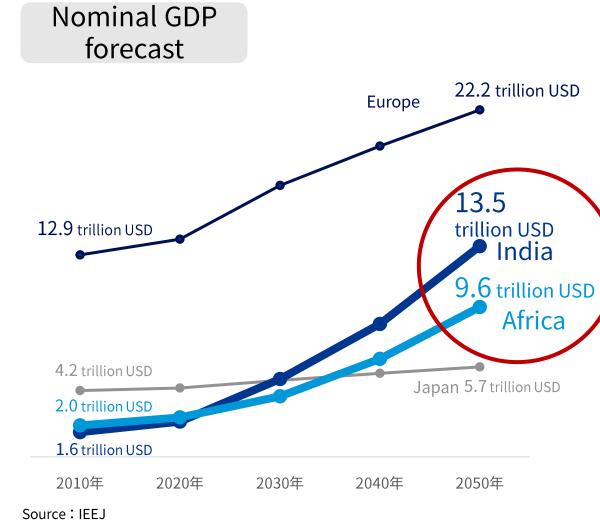
Market expansion



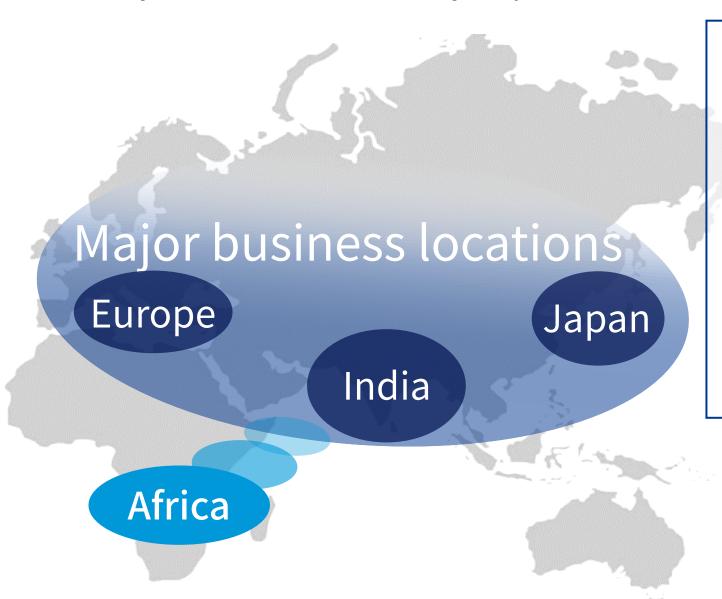
History of Suzuki | Market Outlook

Population/nominal GDP both expected to rise in India/Africa





History of Suzuki | Direction by Major Business Locations



Japan/Europe

Create and brush-up technologies/products

India

Meet expectations from society and customers by taking root widely, deeply, and thoroughly

Africa

Market with promising future



2. Carbon Neutrality



Carbon Neutrality | Achievement Goals by Major Business Locations

Carbon neutrality achievement goals

2050 Europe Japan 2070 India

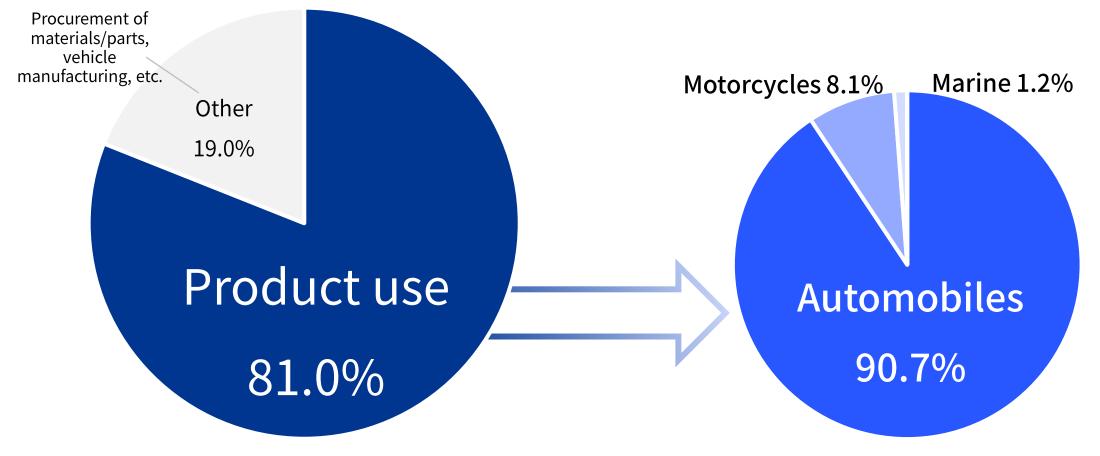


Carbon Neutrality | CO₂ Emissions in Business Activities including Product Lifecycle

(FY2020 results)

Breakdown of CO₂ emissions in business activities including product lifecycle

Breakdown of CO₂ emissions during product use





Carbon Neutrality | Automobile Product Lineup

Product plan until FY2030 (Japan)

Introduction of first battery EV in

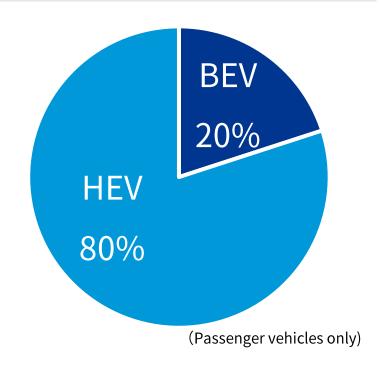
FY2023

Battery EV lineup



Introduce 6 models







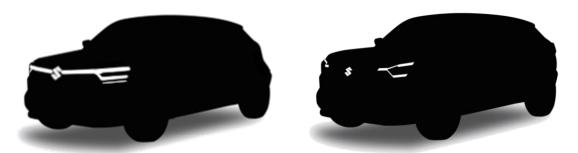
Carbon Neutrality | Automobile Product Lineup

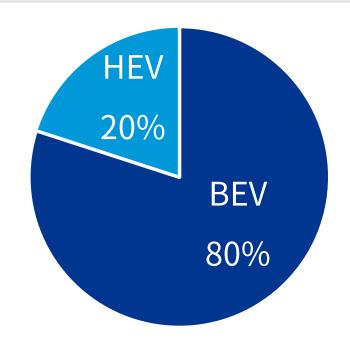
Product plan until FY2030 (Europe) Introduction of first battery EV in FY2024

Battery EV lineup



Introduce 5 models







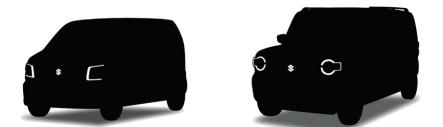
Carbon Neutrality | Automobile Product Lineup

Product plan until FY2030 (India)

Introduction of first battery EV in

FY2024

Battery EV lineup



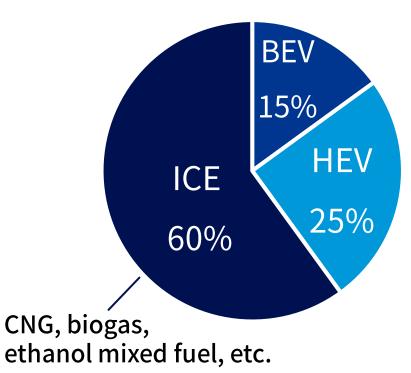


Introduce 6 models











Carbon Neutrality | Motorcycle Product Lineup

Product plan until FY2030 (Global) Introduction of first battery EV in FY2024

Battery EV lineup



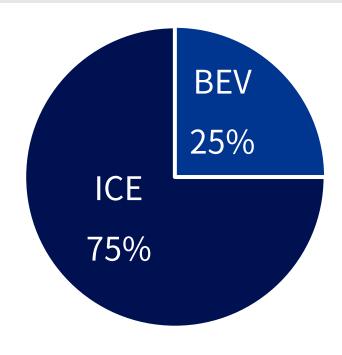
Introduce 8 models











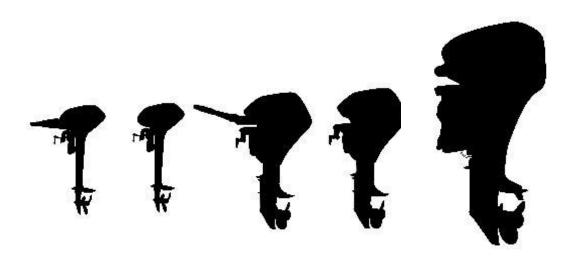


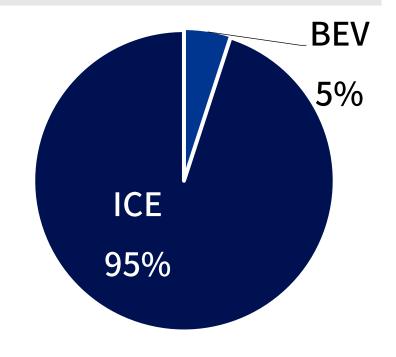
Carbon Neutrality | Outboard Motor Product Lineup

Product plan until FY2030 (Global) Introduction of first battery EV in FY2024

Battery EV lineup

Introduce 5 models







Carbon Neutrality | Outboard Motor Product Lineup

Clean Ocean Project



Plastic packaging reduction 23 tons total reduced from 2020







Carbon Neutrality | Investments Related to Electrification

Resource investment from FY2023 to 2030

Investments related to electrification

(R&D, capital expenditures)

Of which, investment related to batteries

2 trillion Yen

0.5 trillion Yen

(Provided by the Cabinet Public Affairs Office)



TDSG: Cell production started in March 2021



Signed MOU with the State of Gujarat for Electric Vehicles and Batteries Manufacturing in India
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Carbon Neutrality | **Electric Mobility Product Lineup**



Solving social issues



Customer needs New market



Small Mobility





Carbon Neutrality | Carbon Neutrality of Suzuki Manufacturing Plants

Carbon neutrality of domestic plants

FY2035



Carbon Neutrality | Suzuki Smart Factory Creation

CO₂ emission reduction + Provide value-packed products and services to customers

"Sho-Sho-Kei-Tan-Bi"

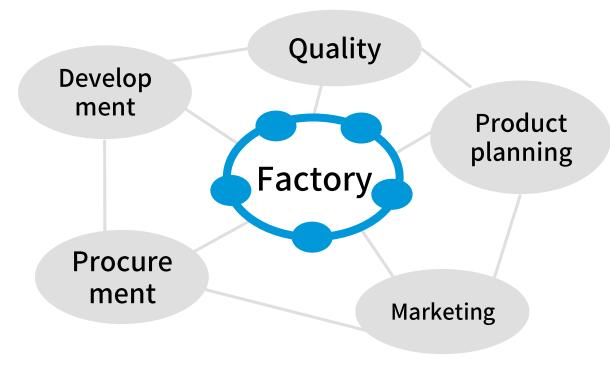
(Smaller, Fewer, Lighter, Shorter, Beauty)

Promote digitalization

Lean

Increase product value

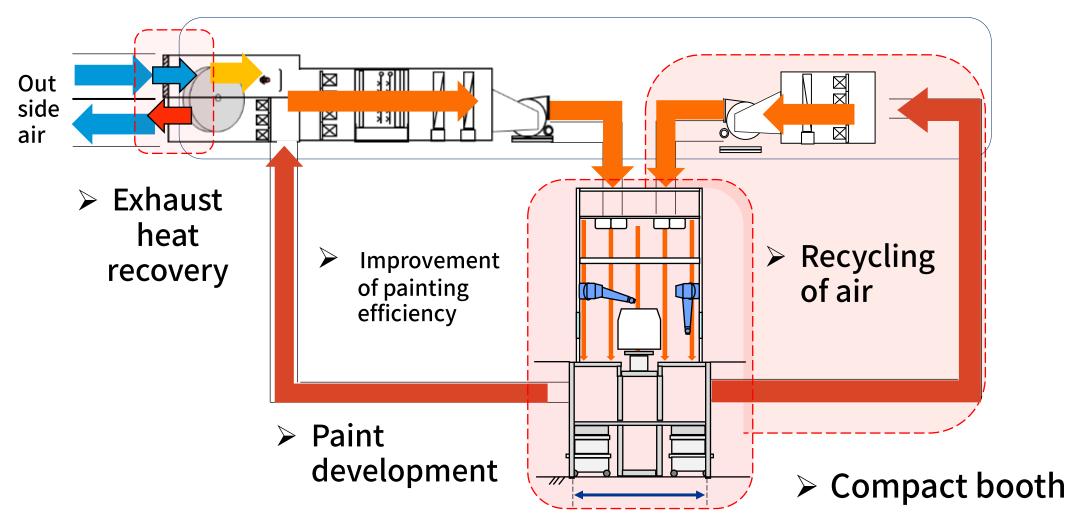
Strengthen data linkage among departments





Carbon Neutrality | Kosai Plant Renewal of Painting Facilities

Reduce CO₂ emission from paint shop by 30% from FY2016 to 2025





Carbon Neutrality | Kosai Plant | Verification of Hydrogen

Promote carbon neutrality of plants

Green Electricity

Hydrogen Production

Hydrogen Utilization

Wind power generation Solar power generation

Hydrogen generator



Fuel cell transporter



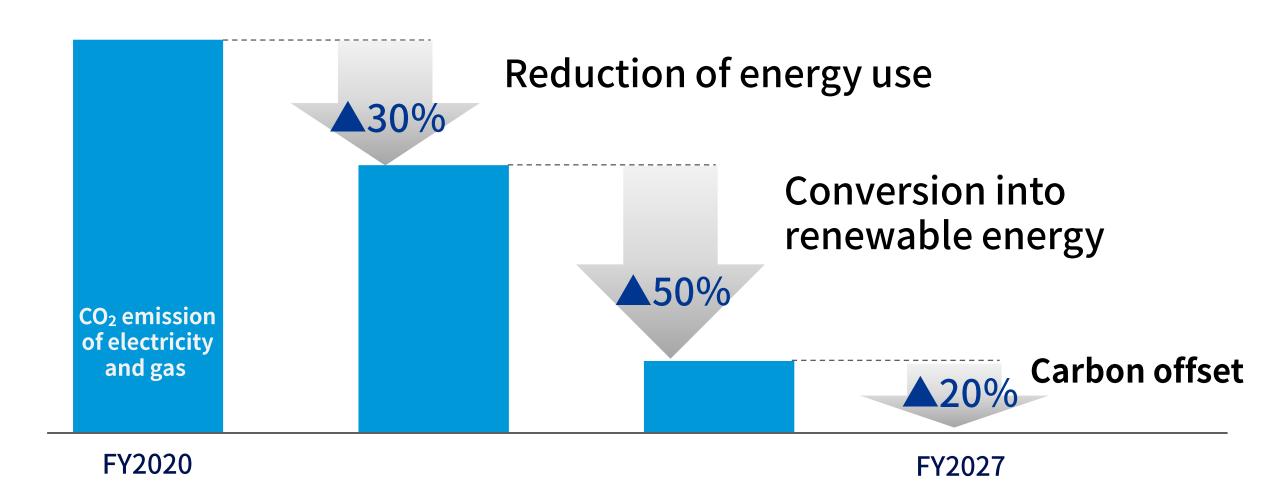


Hydrogen burner: Painting process, etc.



Carbon Neutrality | **Initiatives at Hamamatsu Plant**

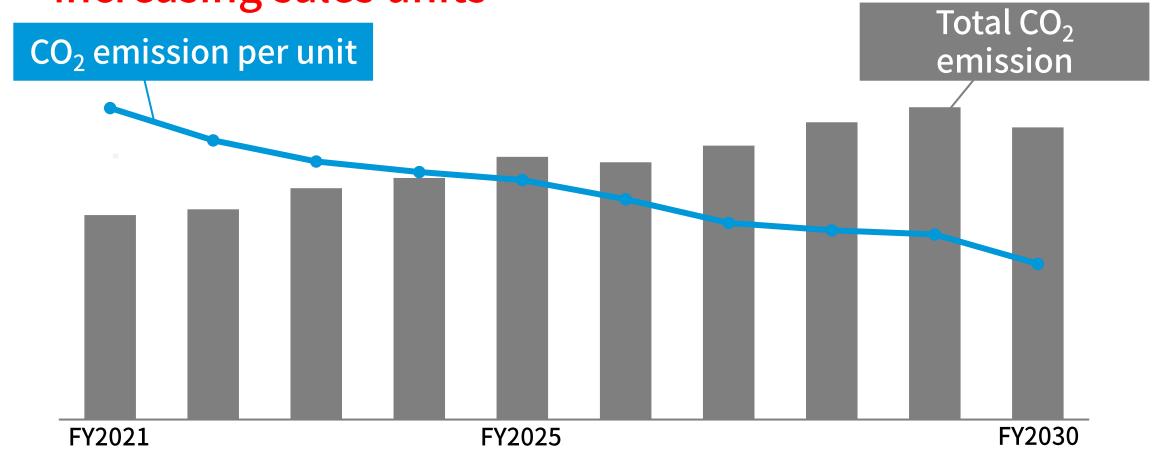
Carbon neutrality of Hamamatsu Plant in 2030 \rightarrow FY2027





Carbon Neutrality | Outlook of Indian Market

Challenge for reduction of CO₂ emission while increasing sales units

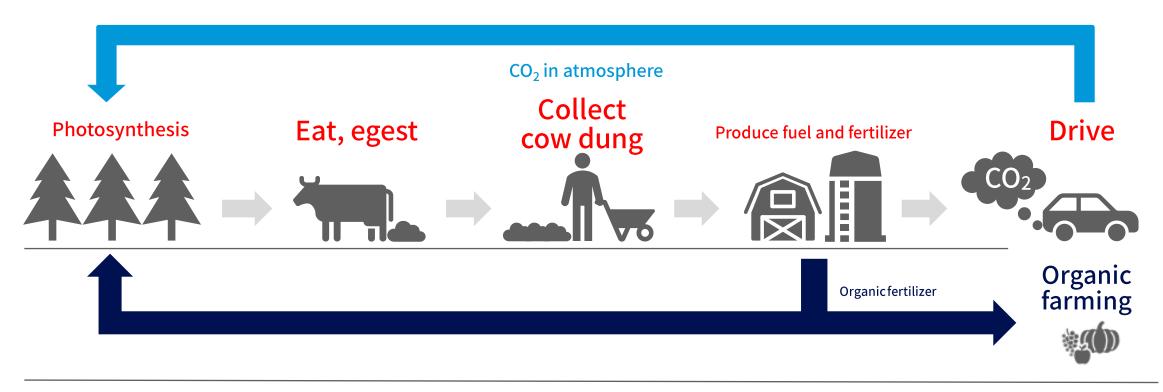


Production and supply of biogas fuel derived from cow dung



Carbon Neutrality | What is Biogas (Compressed Biomethane Gas)?

Solution to achieve carbon neutrality suited for India





Cow dungs from 10 cows in 1 day≒ Fuel supply of 1 car in 1 day





Carbon Neutrality | Progress of Biogas Business

August 2022

October 2022

Signed a MoU with the Indian government agency* to start a **Biogas Demonstration Project** *National Dairy Development Board

Investment in Fujisan Asagiri Biomass LLC.

Event to commemorate Suzuki's 40th anniversary of its Indian business (India)



Photo credit – Press Information Bureau Government of India

Signing of MoU with Indian government agency (India)



Fujisan Asagiri Biomass LLC. (Japan)



Carbon Neutrality | Biogas Verification Plan

December 2022

Signing of MoU among 3 parties including the largest dairy manufacturer in Asia

National Dairy Suzuki Development **Banas Dairy** Board Signing of MoU among 3 parties (India)

Verification Plan

Location: Banaskantha, Gujarat, India

Scale: Biogas production amount approx. 1,500kg/day

≒fuel supply for approx. 500 units of CNG cars

Schedule: Start operation from mid 2024



Carbon Neutrality | Contribution to stakeholders

Carbon neutrality

Realization of recycling-based society

Economic growth

Popularization of carbon neutral fuel

Suppression of atmospheric emission of methane

Promotion of organic fertilizer

Create income source in rural areas
Improvement of energy self-sufficiency

Creation of new job

Popularization of affordable mobility

Contribute to Suzuki's stakeholders throughout the world



3. Resources



Resources | Direction of Product and Technology Development

Contribute to the economic development of emerging countries

Contribute to the environment through

smaller products

Suzuki's unique value that combines its strengths to provide

a means of mobility and support

Engage in manufacturing that excites and touches

people's lives

people's lives

Provide an indispensable means of mobility for local communities and people

Provide economically

competitive and

high-quality products

and services

Resources | Direction of Product and Technology Development



Multipurpose



Economic



The one and only



Cute

"Unique value at an affordable price"





Tool-like





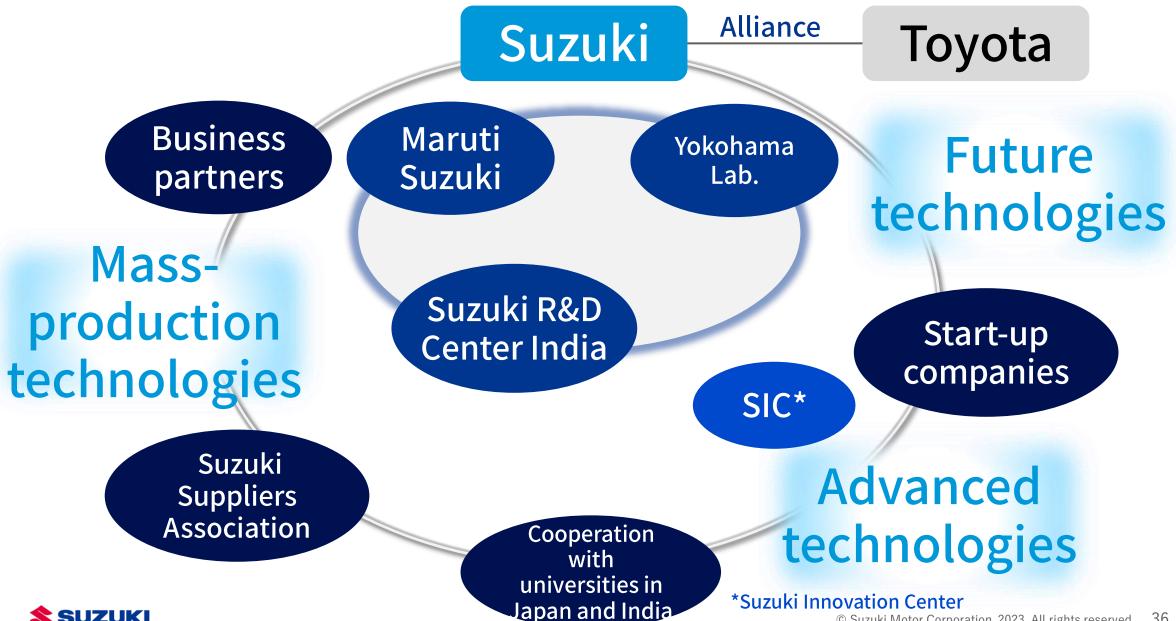
Compact







Resources | R&D Structure and Cooperation with Outside Partners





Resources | Cooperation with Outside Partners (Hamamatsu Next Generation Automobile Center)

Strengthen local industry level

Local suppliers

Carbon neutrality

Digital manufacturing

Process technology to meet next generation automobiles

Hamamatsu Next
Generation
Automobile Center





Resources | Cooperation with Outside Partners

(Research Association of Biomass Innovation for Next Generation Automobile Fuels)

Research on the efficient production of fuel

ENEOS

Suzuki

SUBARU

Daihatsu

Toyota

Toyota Tsusho

Research on **Efficient Ethanol** Production **Systems**

Research on the **Efficient Operation** of the Overall System, Including **Fuel Utilization**

Research on Byproduct Oxygen, CO₂ Capture, and Utilization

> Research on **Efficient Raw Material Crop** Cultivation Methods



Resources | Alliance with Toyota

"Compete and Cooperate" for sustainable growth and conquering various issues

Collaboration in advanced technologies

Business expansion in emerging countries

Carbon neutrality in India and formation of recycling-based society

- Autonomous and advanced safety technologies
- Battery of electrified cars
- Mutual supply of electrified cars centered in India
- Promote market development in Africa
- Promote popularization of biofuel
- Initiatives for recycling



Resources | Co-creation with Start-up Companies













Applied EV









M HAKUTO-R







Suzuki Global Ventures

























Resources | R&D Expenses, Capital Expenditures

Investment of resources from FY2023 to 2030

R&D Expenses

2 trillion Yen-

Carbon neutrality, software

- > Electrification, cow dung biogas, etc.
- > Autonomous, advanced safety technologies development, etc.

Capital Expenditures

2.5 trillion Yen-

- Construction of battery EV plant
- > Renewable energy facilities, etc.

4.5 trillion Yen

Of which electrification-related investment 2 trillion Yen (incl. batteries-related investment 0.5 trillion Yen)



4. Growth Target



Growth Target | For Sustainable Growth

Remain Indispensable to People

Structure reform

Corporate culture reform

Nurturing human resources

DX promotion

Risk mitigation

Semi-conductor and component shortage

Raw material price increase

Secure quality

Compliance to laws

Seeding for the future

Carbon neutrality

CASE

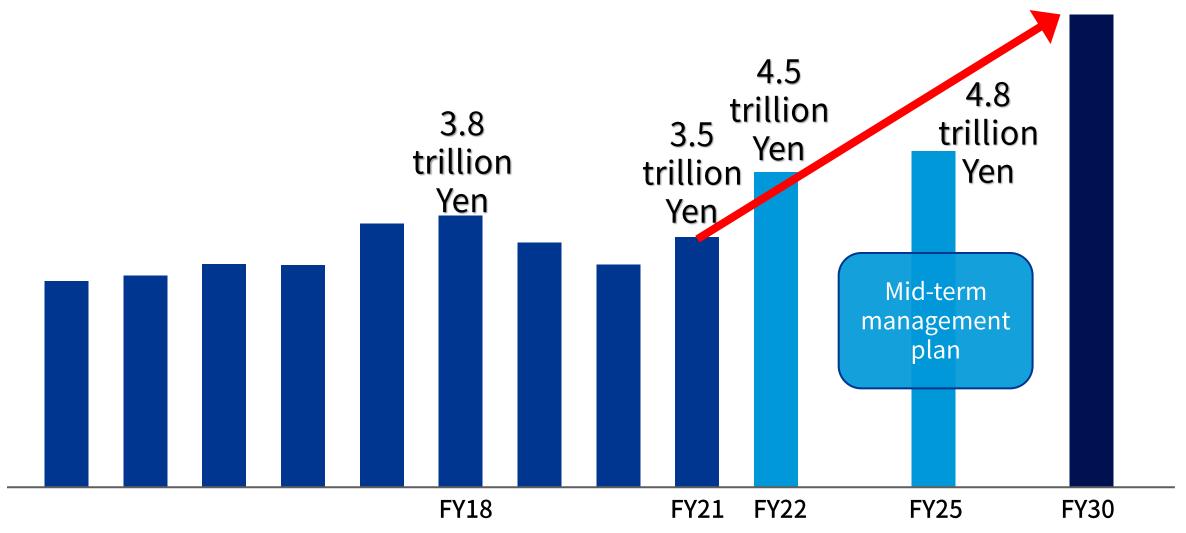
Reviewing R&D

Strengthening alliance



Growth Target | Consolidated Net Sales

7 trillion Yen

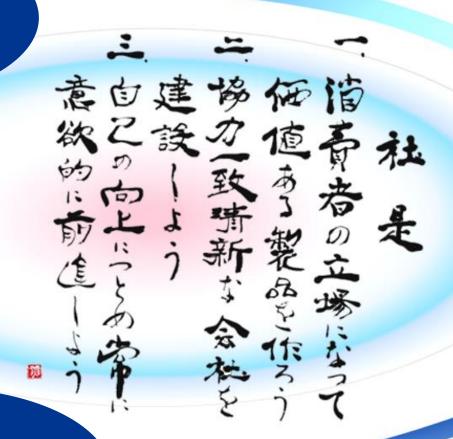




Mission Statement

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

Three Actuals (Place, Thing, Situation)



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

Lean Management

Philosophy of Conduct





























