



Brief on Suzuki's Growth Strategy for FY2030

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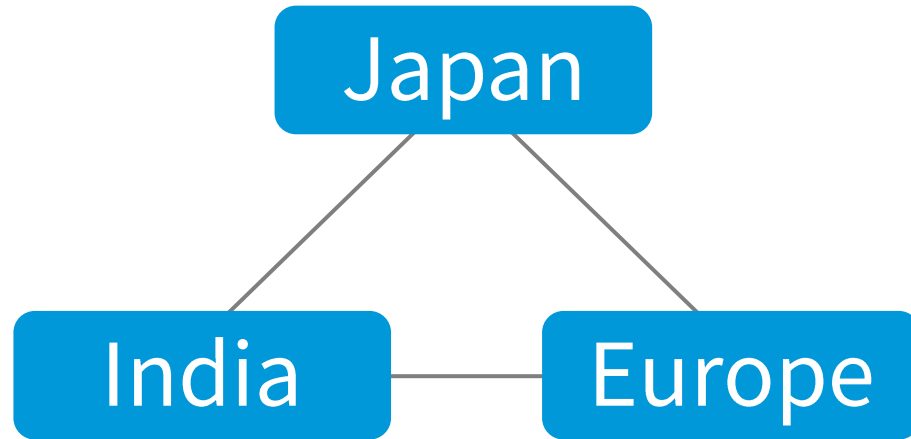
- 一、消費者の立場になって
価値ある製品を作ろう
- 二、協力一致清新な会社を
建設しよう
- 三、自己の向上にいつも常に
意欲的に前進しよう



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

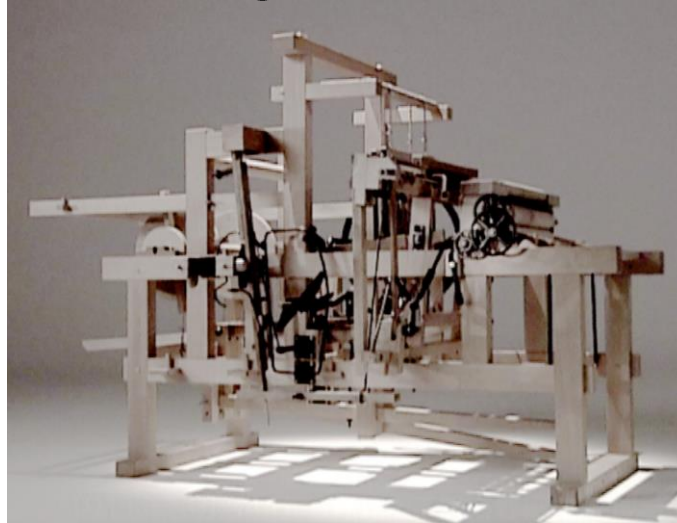
Agenda

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

1. History of Suzuki

“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



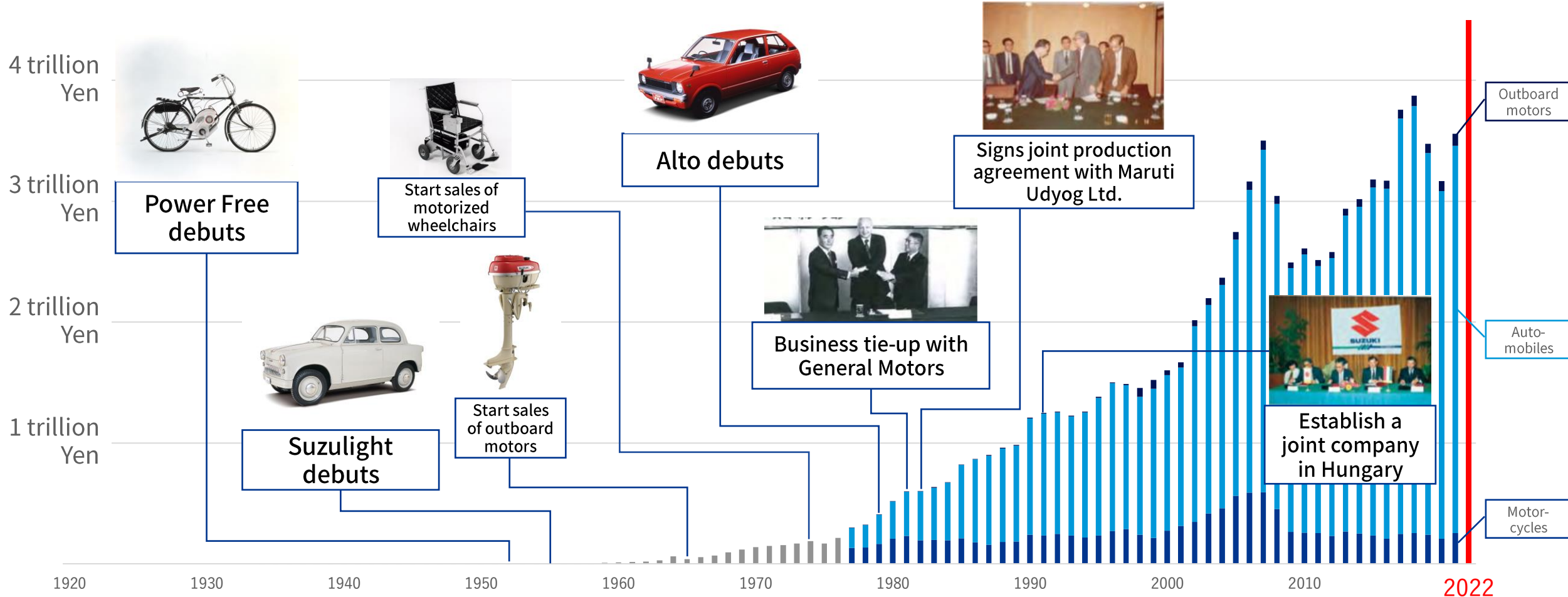
History of Suzuki | Expansion of Business (Sales Trends)

Loom manufacturing

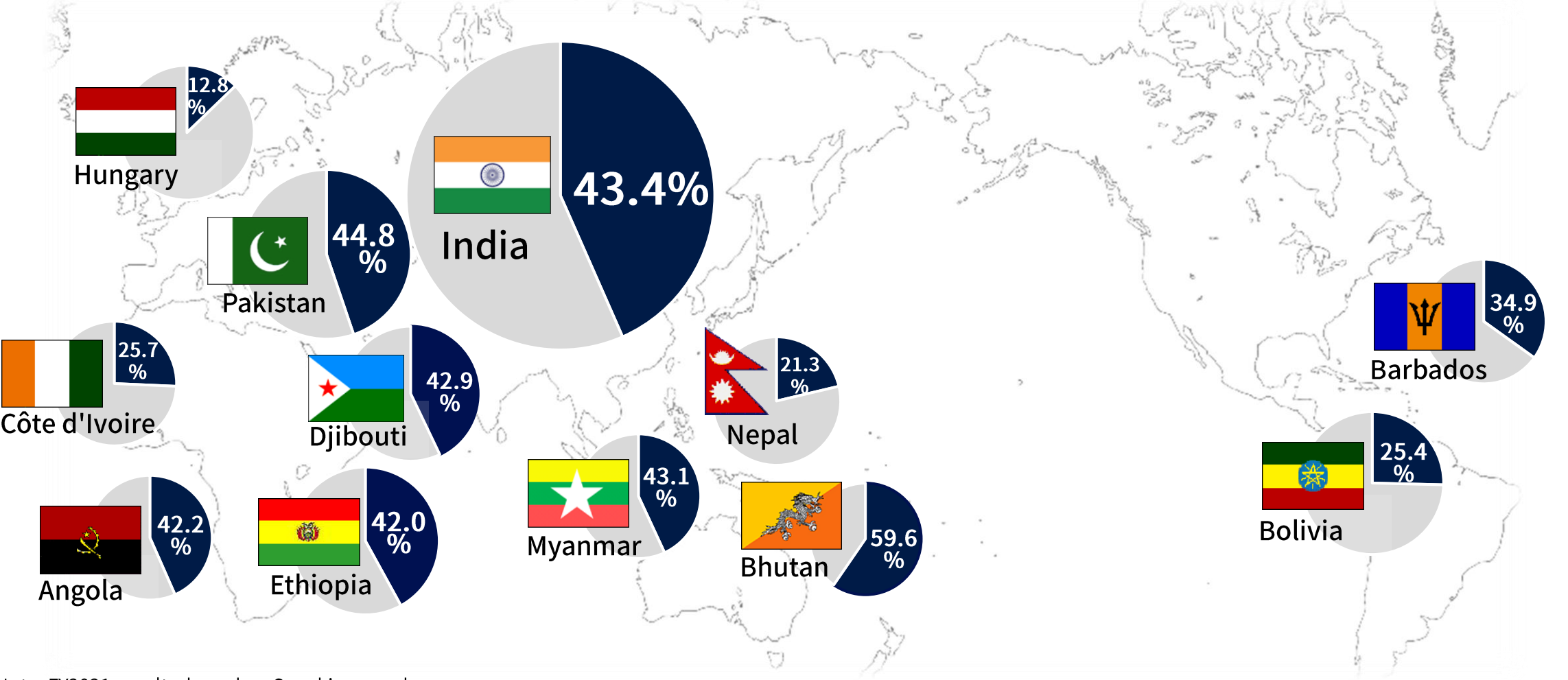
Motorcycle operations

Automobile operations

Marine operations



Top automobile share in 12 countries in the world

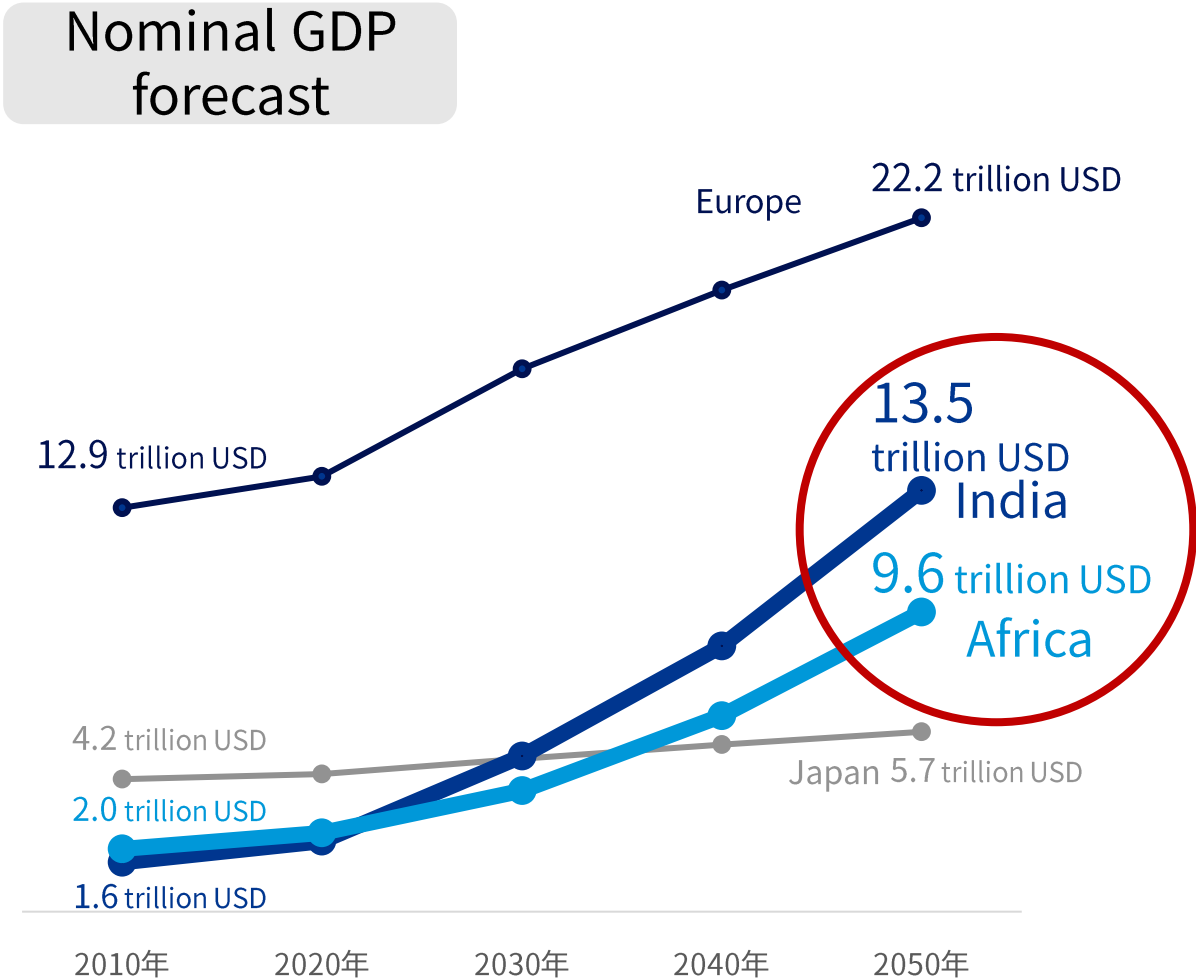
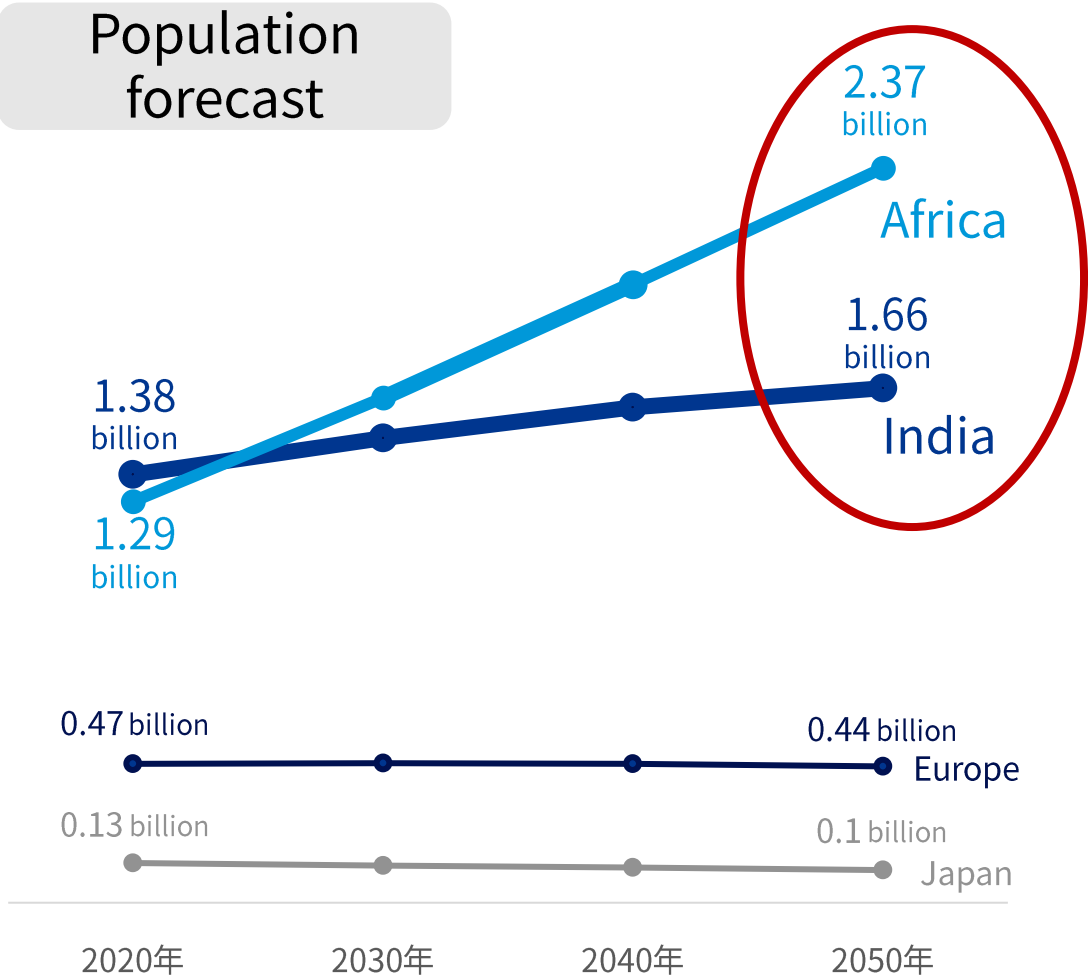


Note: FY2021 results, based on Suzuki research
• India: Passenger vehicle shares • Pakistan: Includes imported vehicles • Côte d'Ivoire: CY2021 results

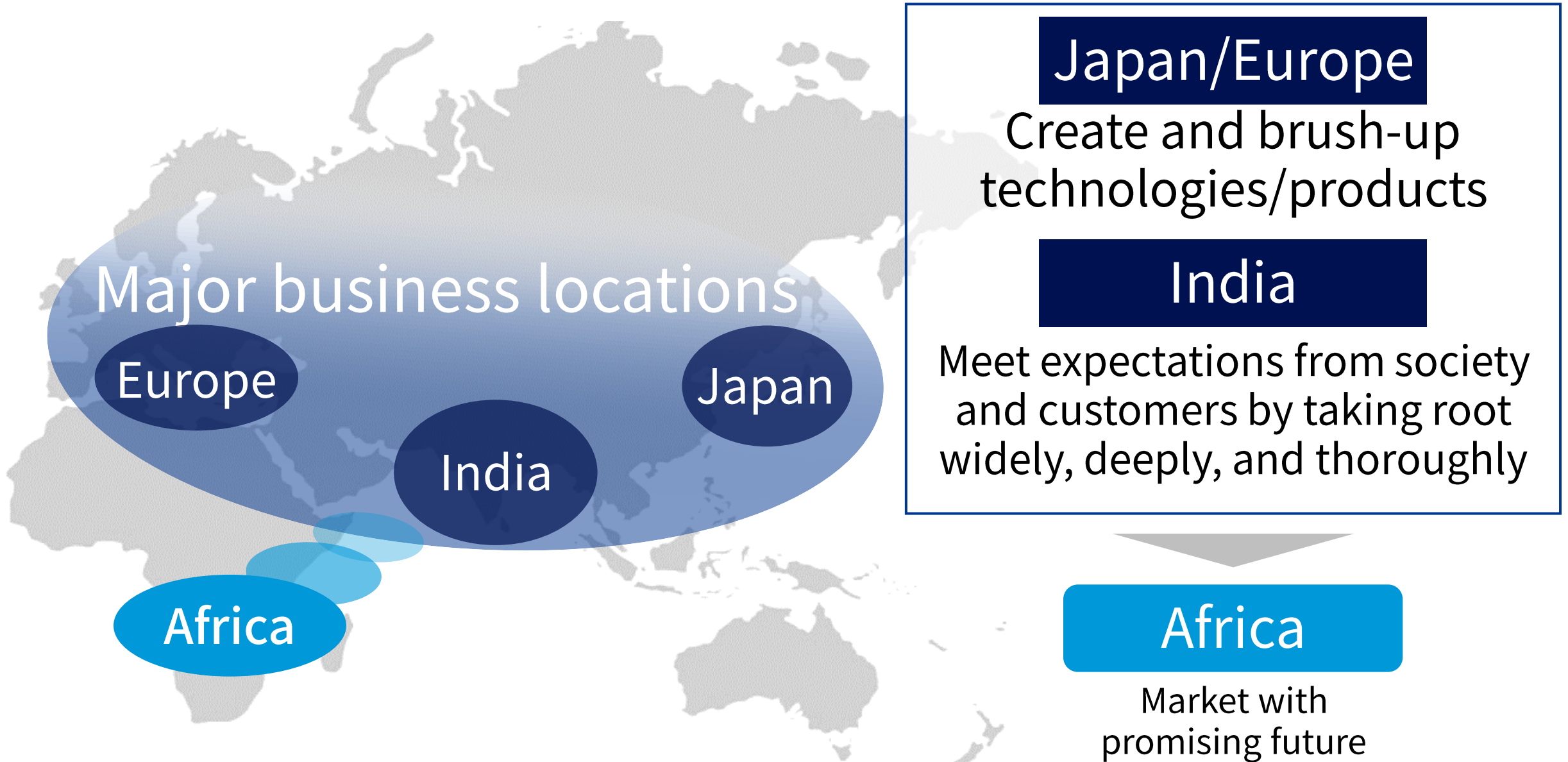
Provide products and service that support customers' life and work



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

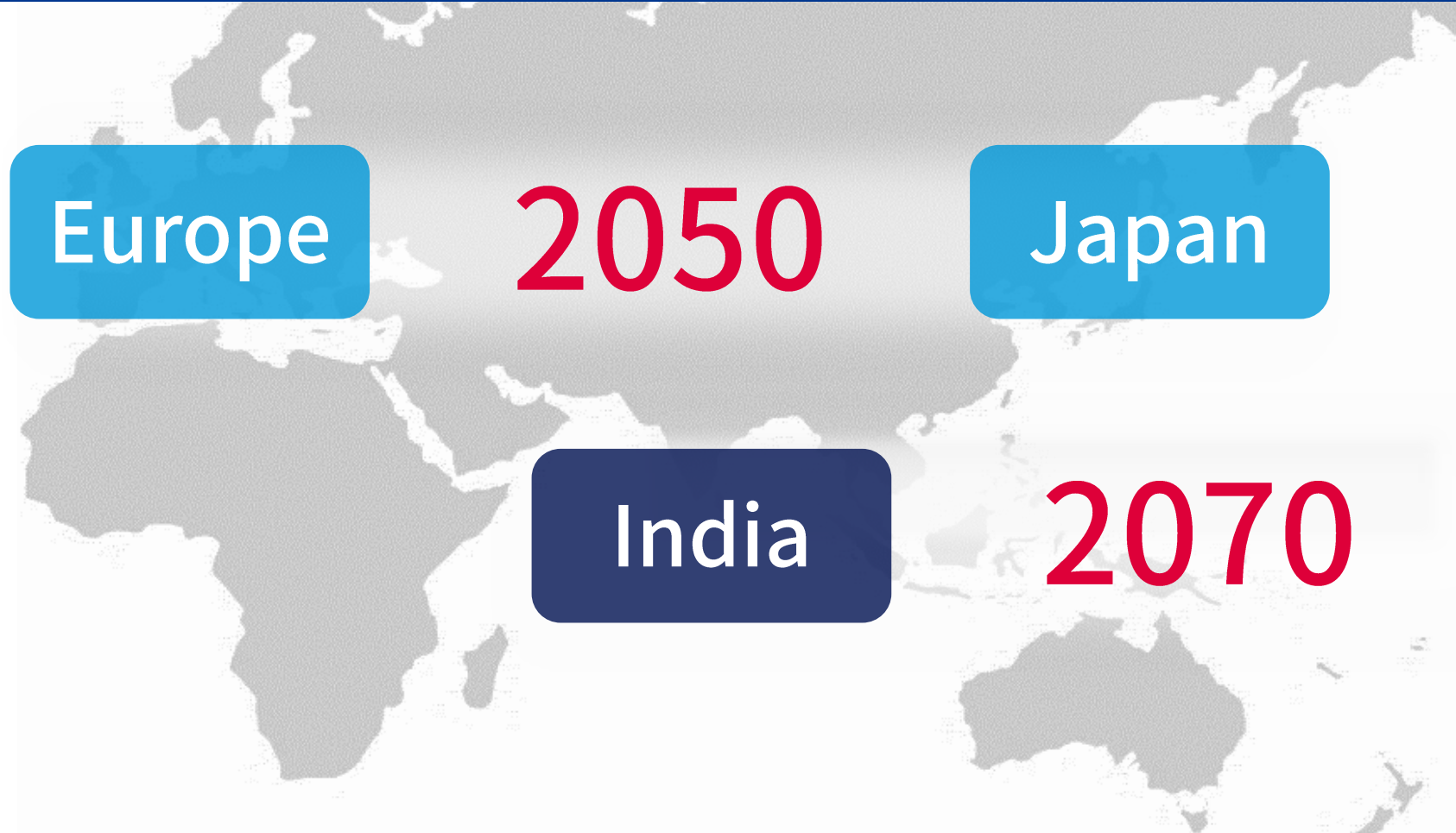


History of Suzuki | Direction by Major Business Locations



2. Carbon Neutrality

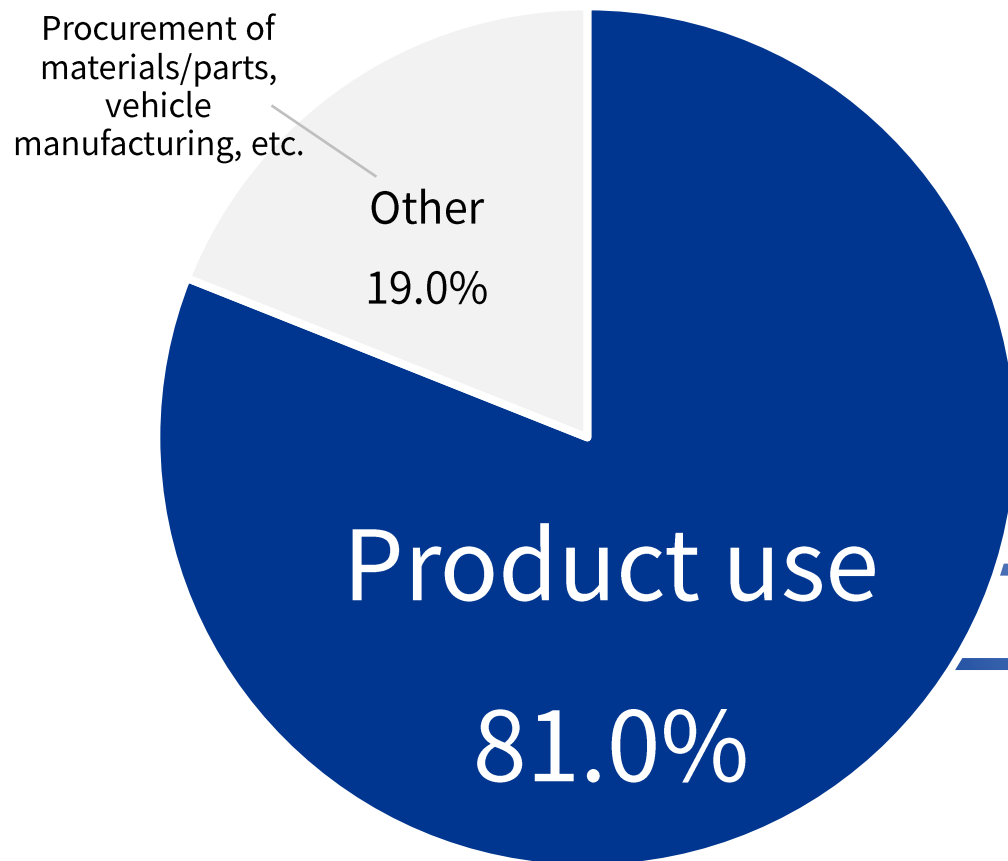
Carbon neutrality achievement goals



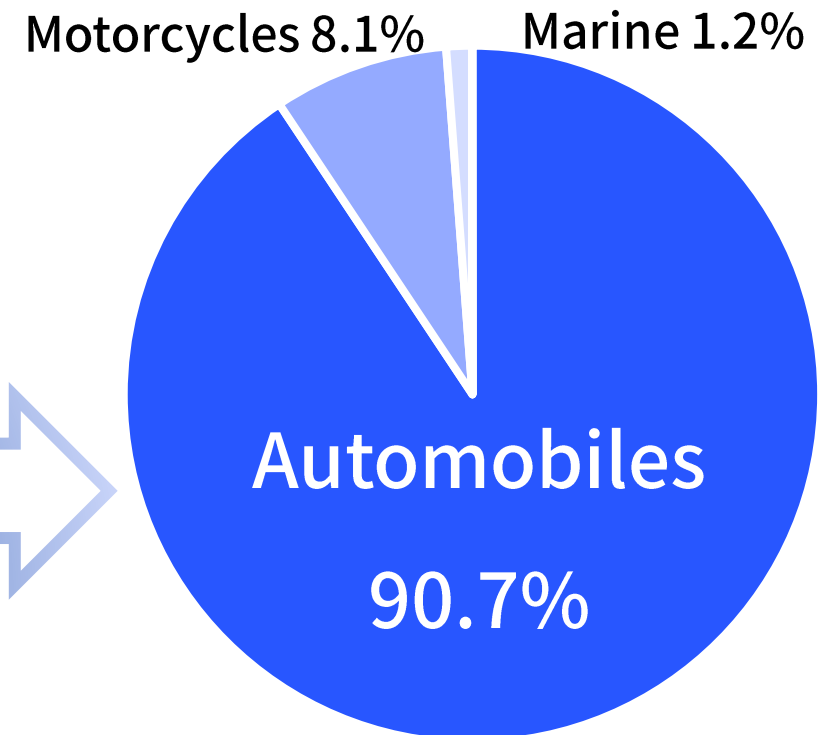
Carbon Neutrality | CO₂ Emissions in Business Activities including Product Lifecycle

(FY2020 results)

Breakdown of CO₂ emissions in business activities including product lifecycle



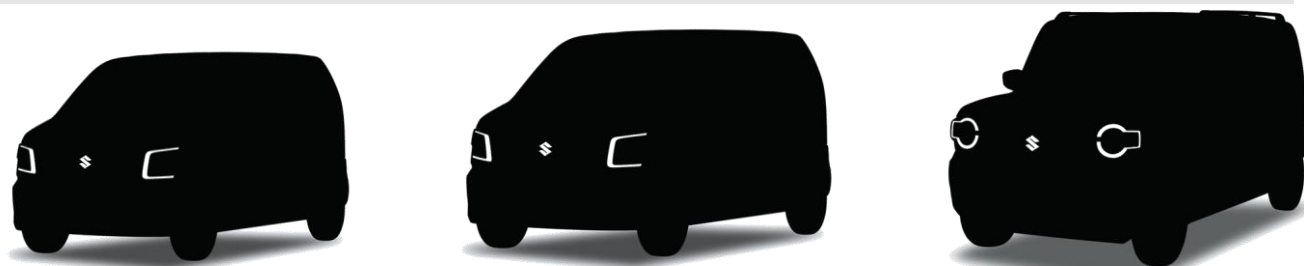
Breakdown of CO₂ emissions during product use



Product plan until FY2030 (Japan)

Introduction of first battery EV in FY2023

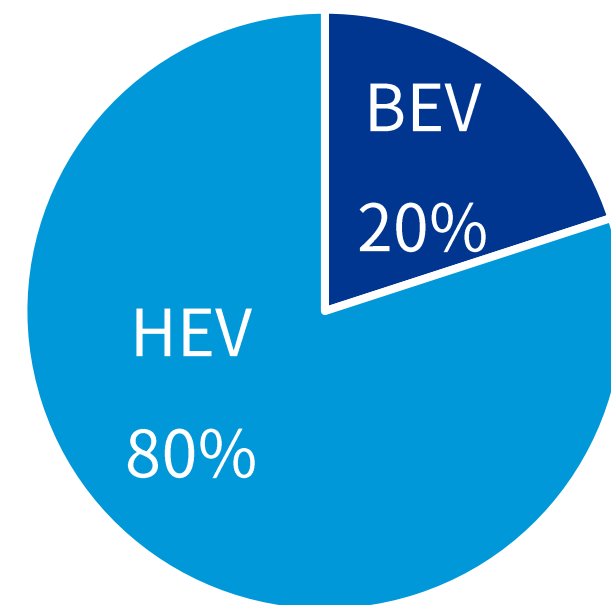
Battery EV lineup



Introduce 6 models



Powertrain ratio

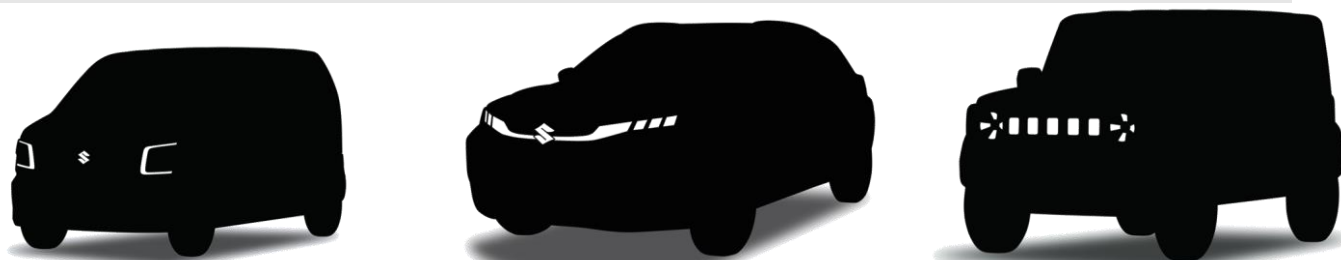


(Passenger vehicles only)

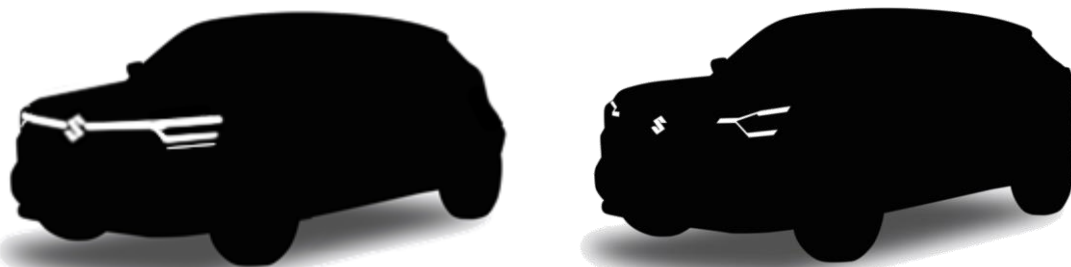
Product plan until FY2030 (Europe)

Introduction of first battery EV in FY2024

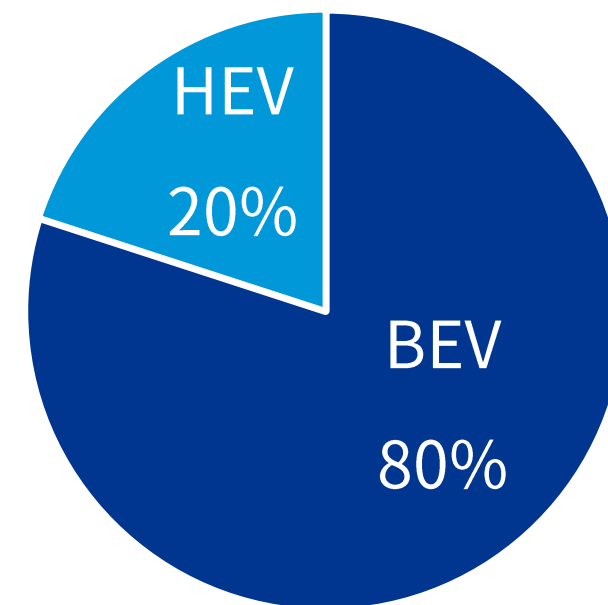
Battery EV lineup



Introduce **5** models



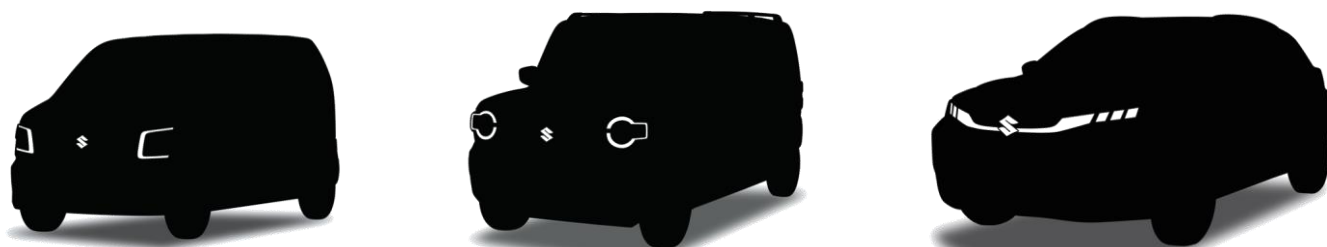
Powertrain ratio



Product plan until FY2030 (India)

Introduction of first battery EV in FY2024

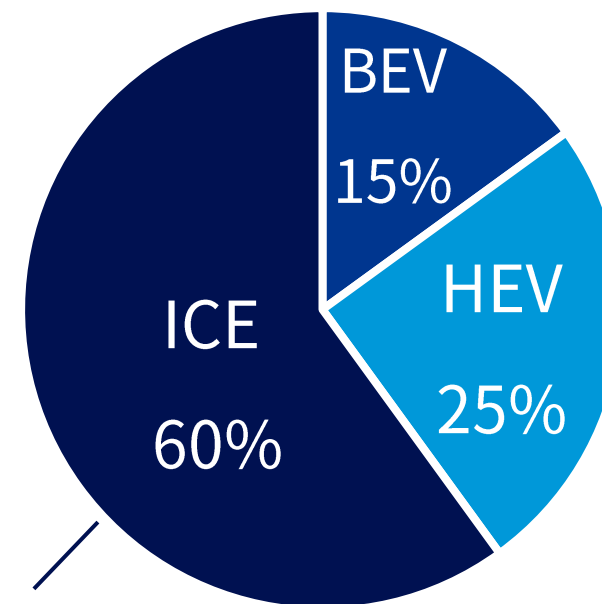
Battery EV lineup



Introduce 6 models



Powertrain ratio



CNG, biogas,
ethanol mixed fuel, etc.

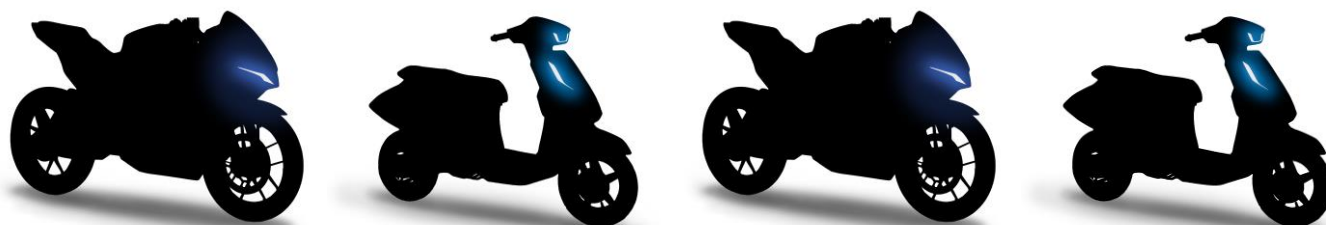
Product plan until FY2030 (Global)

Introduction of first battery EV in FY2024

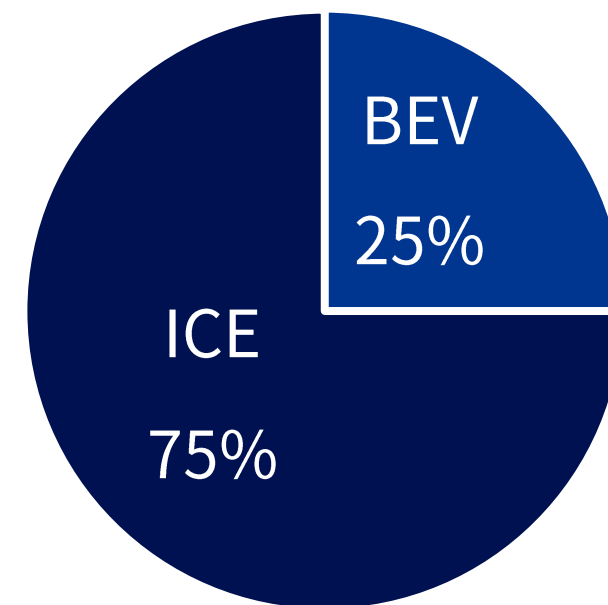
Battery EV lineup



Introduce 8 models



Powertrain ratio

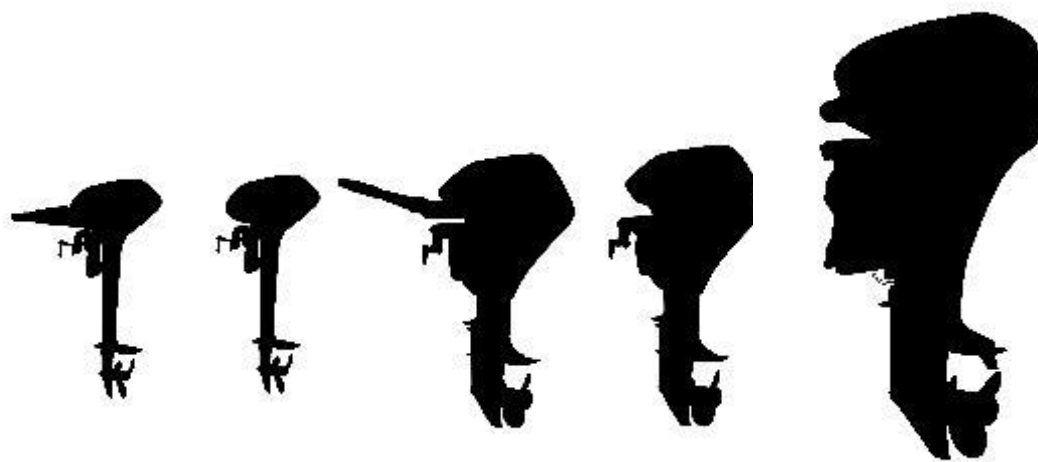


Product plan until FY2030 (Global)

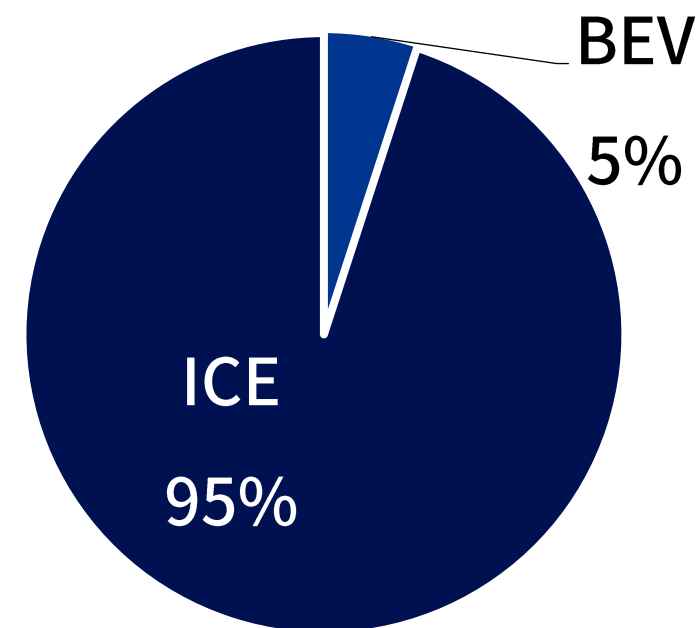
Introduction of first battery EV in FY2024

Battery EV lineup

Introduce **5** models



Powertrain ratio



Clean Ocean Project



Clean-up the World Campaign

12,881 participants total from 2010

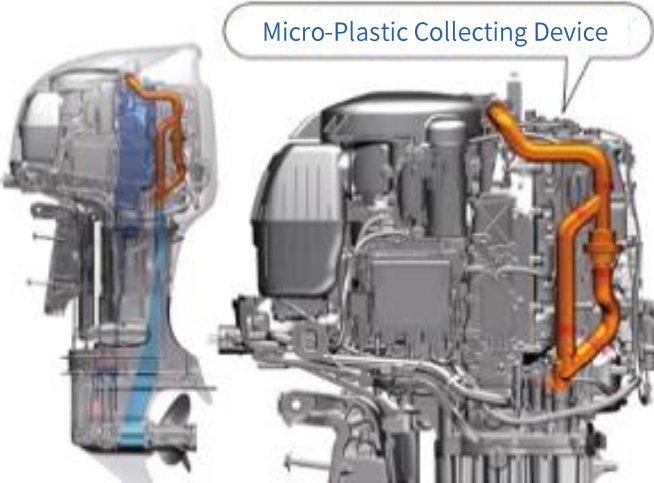


Plastic packaging reduction
23 tons total reduced from 2020



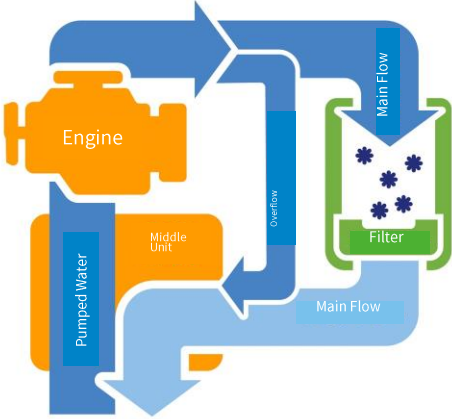
Micro-Plastic Collecting Device

Standard equipment on 5 models from July 2022




Micro-Plastic Collecting Device

Micro-Plastic Collecting Device diagram



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graph TD
    PW[Pumped Water] --> MU[Middle Unit]
    MU --> F[Filter]
    F -- Main Flow --> E[Engine]
    F -- Overflow --> OF[Overflow]
```



Resource investment from FY2023 to 2030

Investments related to electrification
(R&D, capital expenditures)

2 trillion Yen

Of which, investment
related to batteries

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



Solving
social issues

Customer
needs
New market



Lifestyle support with
Small Mobility



Carbon neutrality of domestic plants

FY2035

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

“Sho-Sho-Kei-Tan-Bi”

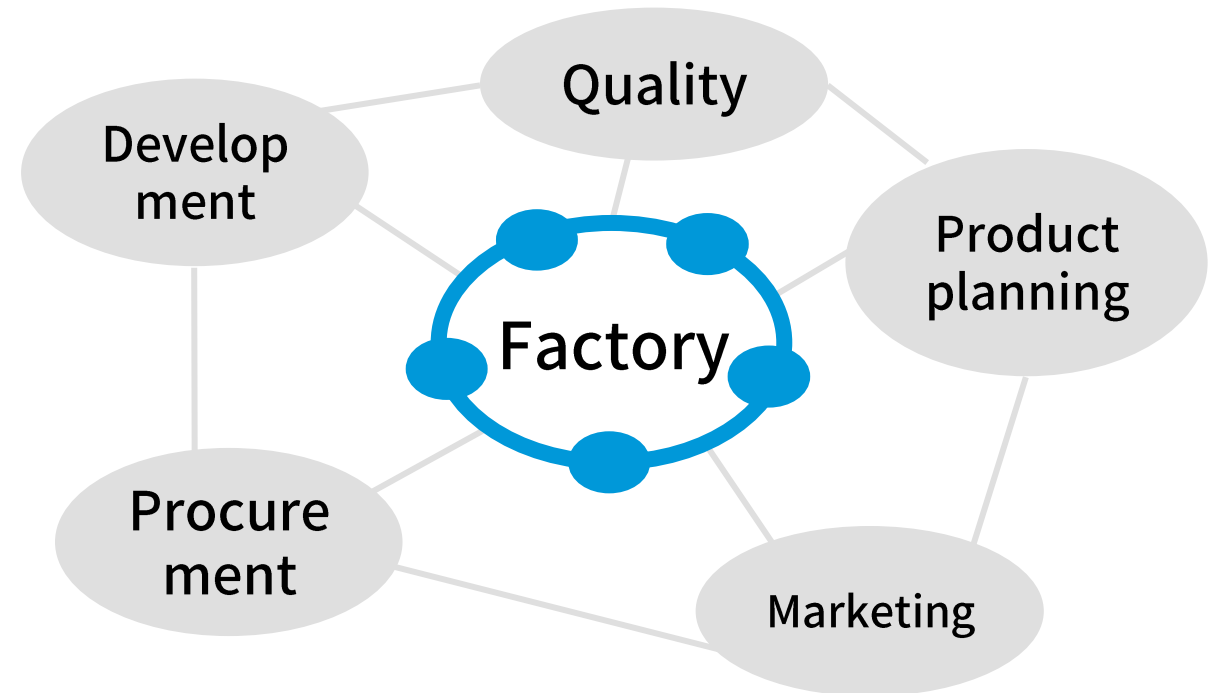
(Smaller, Fewer, Lighter, Shorter, Beauty)

Promote digitalization

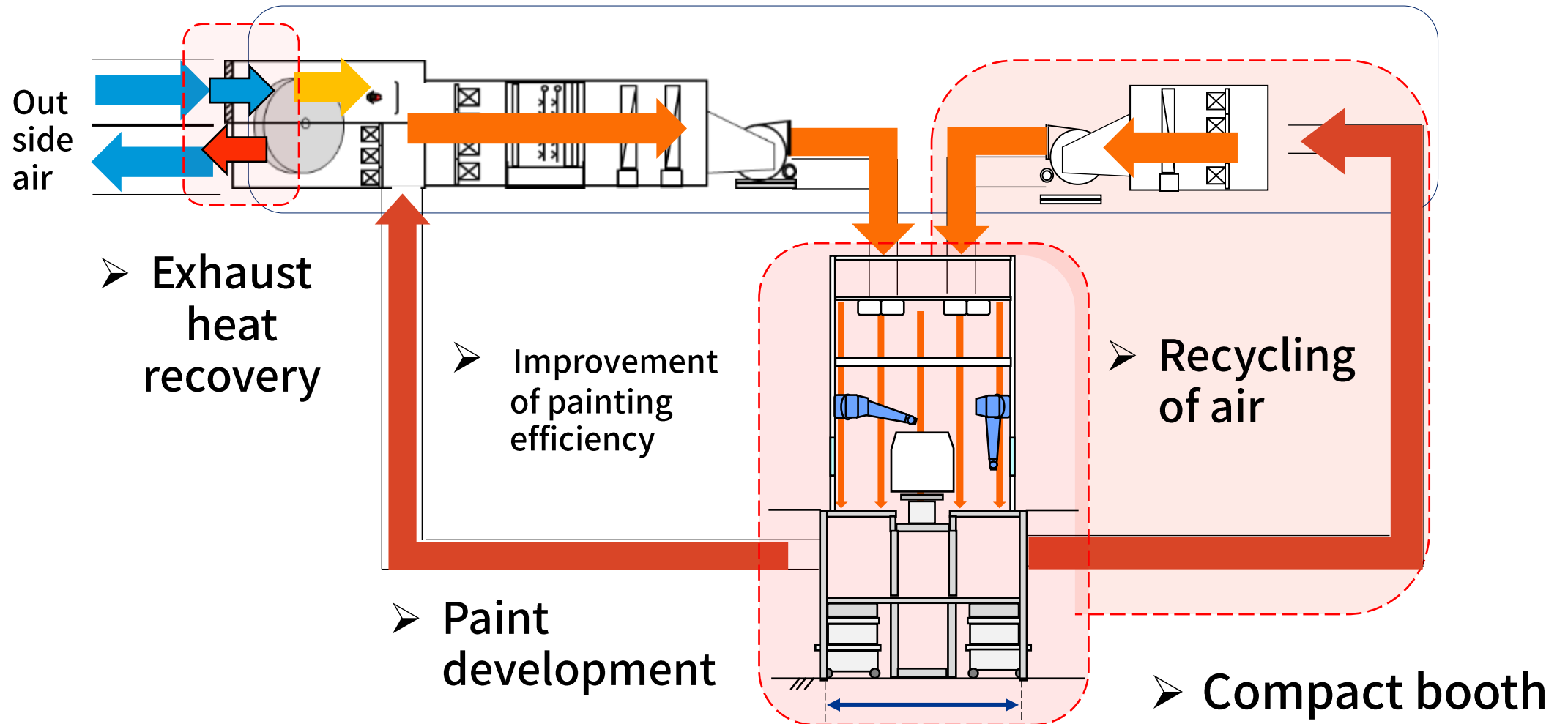
Lean

**Increase
product
value**

**Strengthen data linkage
among departments**



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



Promote carbon neutrality of plants



Wind power generation



Solar power generation



Hydrogen generator

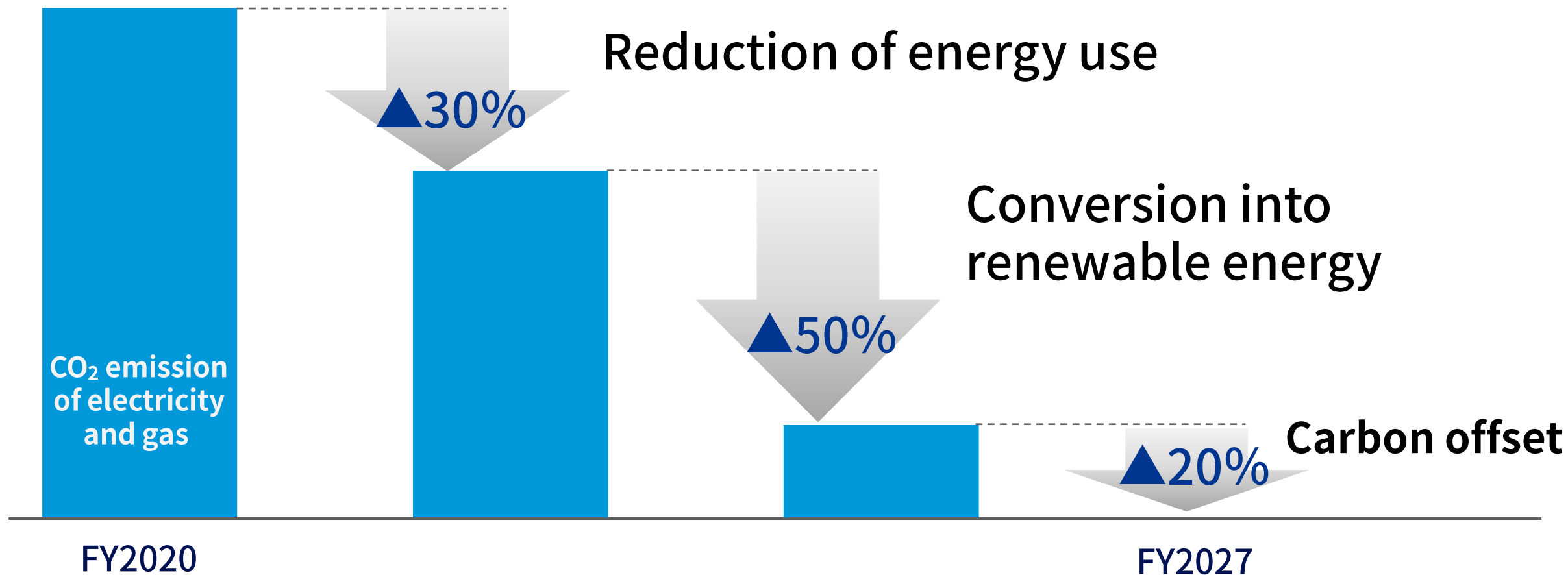


Fuel cell transporter

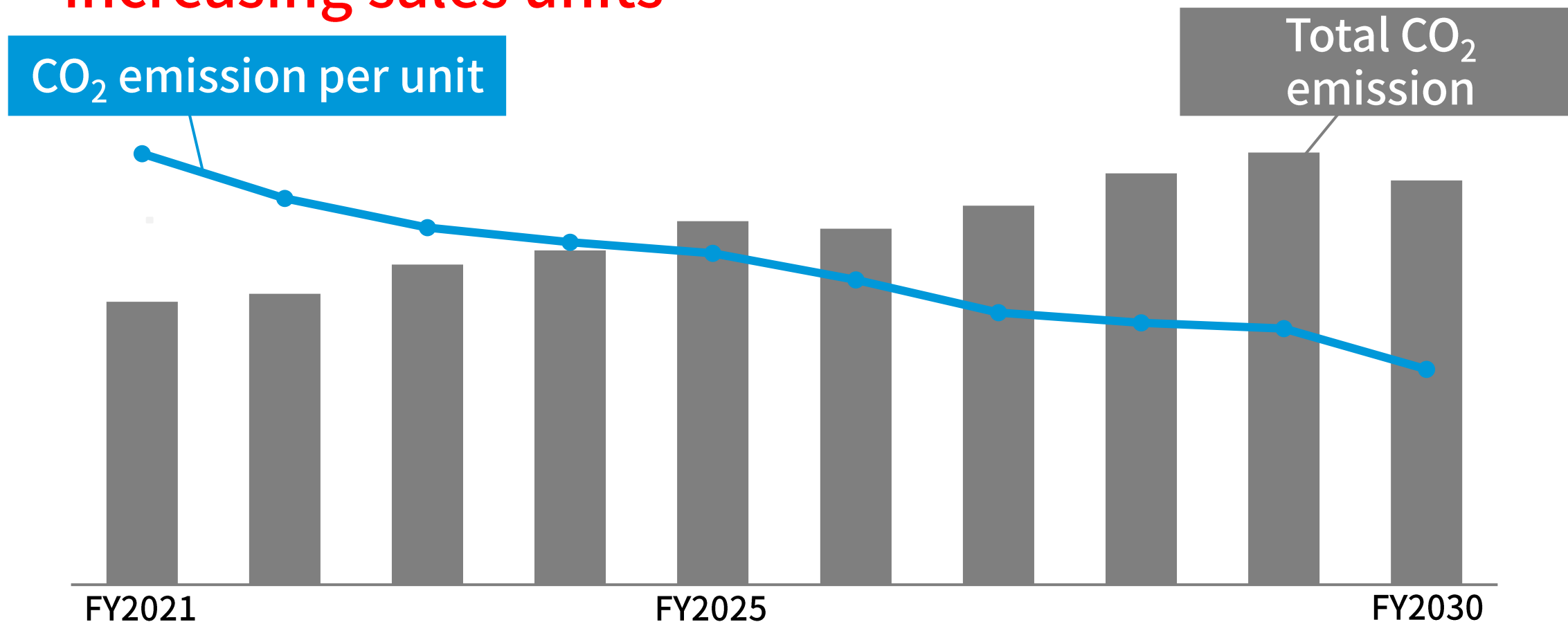


Hydrogen burner:
Painting process, etc.

Carbon neutrality of Hamamatsu Plant in 2030 → **FY2027**

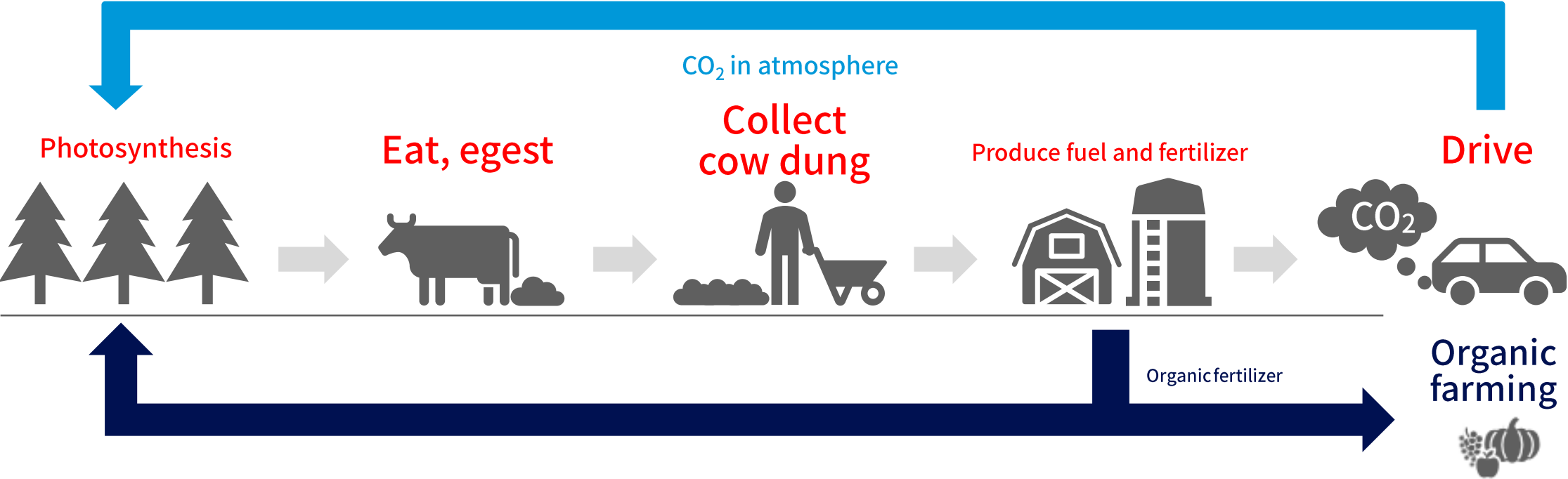


Challenge for reduction of CO₂ emission while increasing sales units



Production and supply of biogas fuel derived from cow dung

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

Signed a MoU with the Indian government agency* to start a Biogas Demonstration Project

*National Dairy Development Board

October 2022

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)



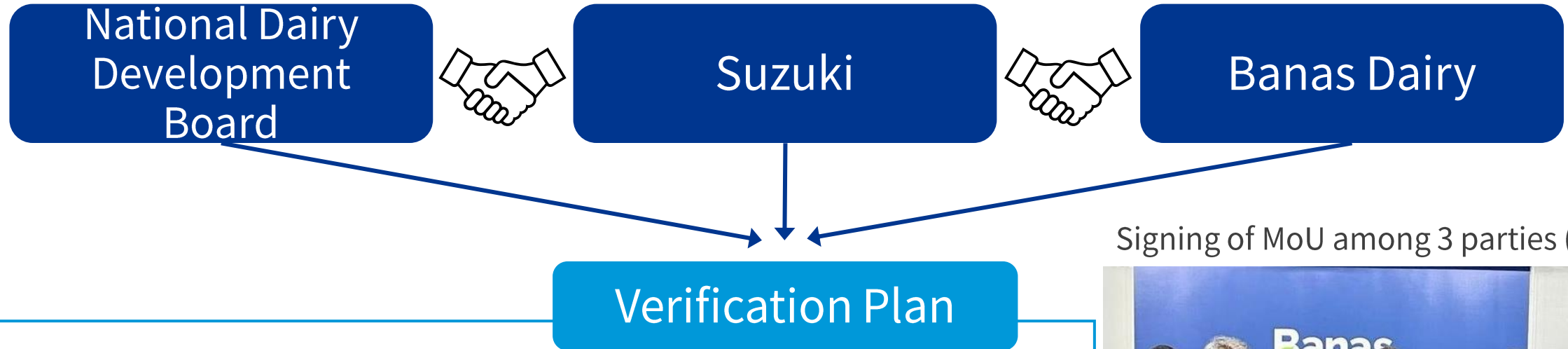
Fujisan Asagiri Biomass LLC. (Japan)



Carbon Neutrality | Biogas Verification Plan

December 2022

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



Location: Banaskantha, Gujarat, India

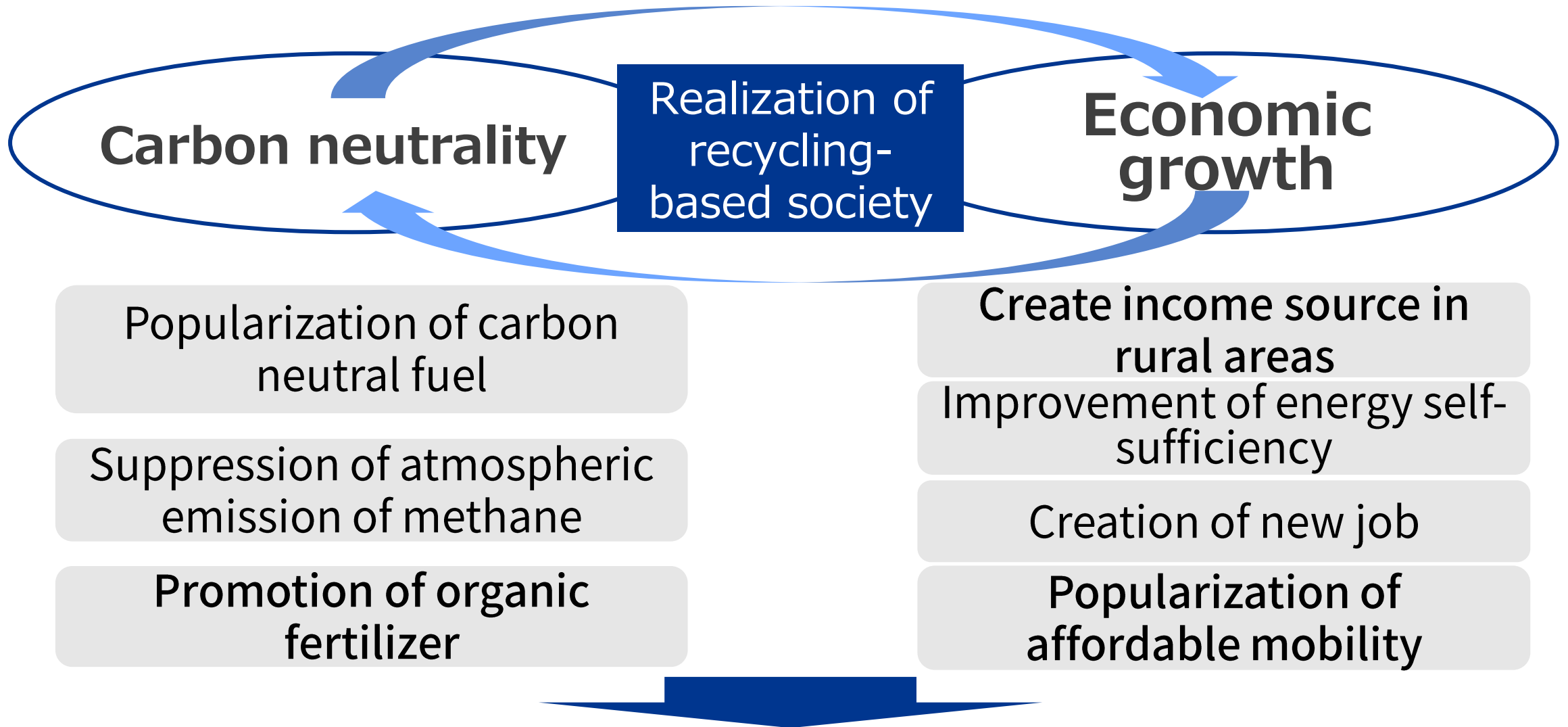
Scale: Biogas production amount approx. 1,500kg/day

≡ fuel supply for approx. 500 units of CNG cars

Schedule: Start operation from mid 2024

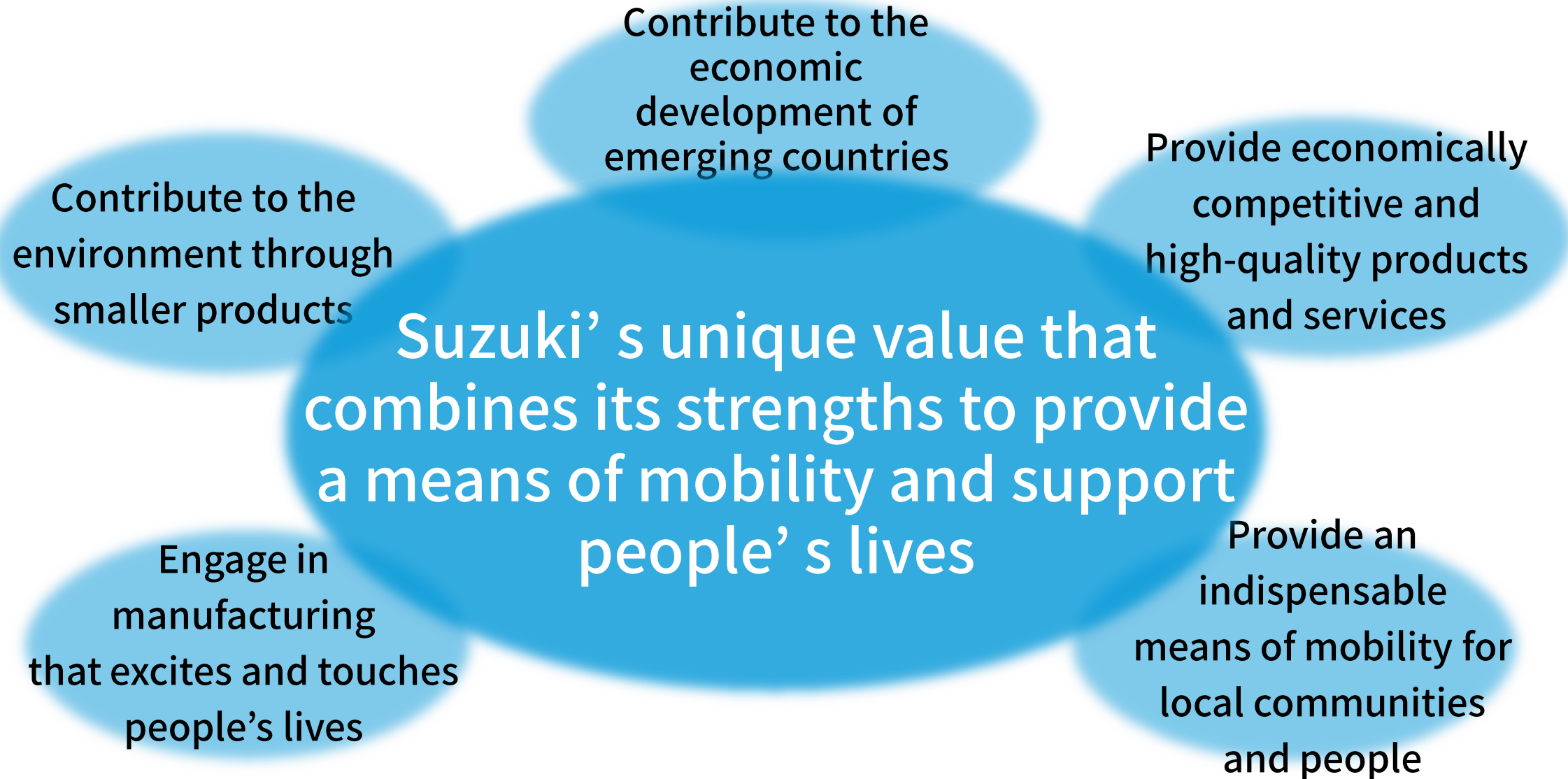
Signing of MoU among 3 parties (India)



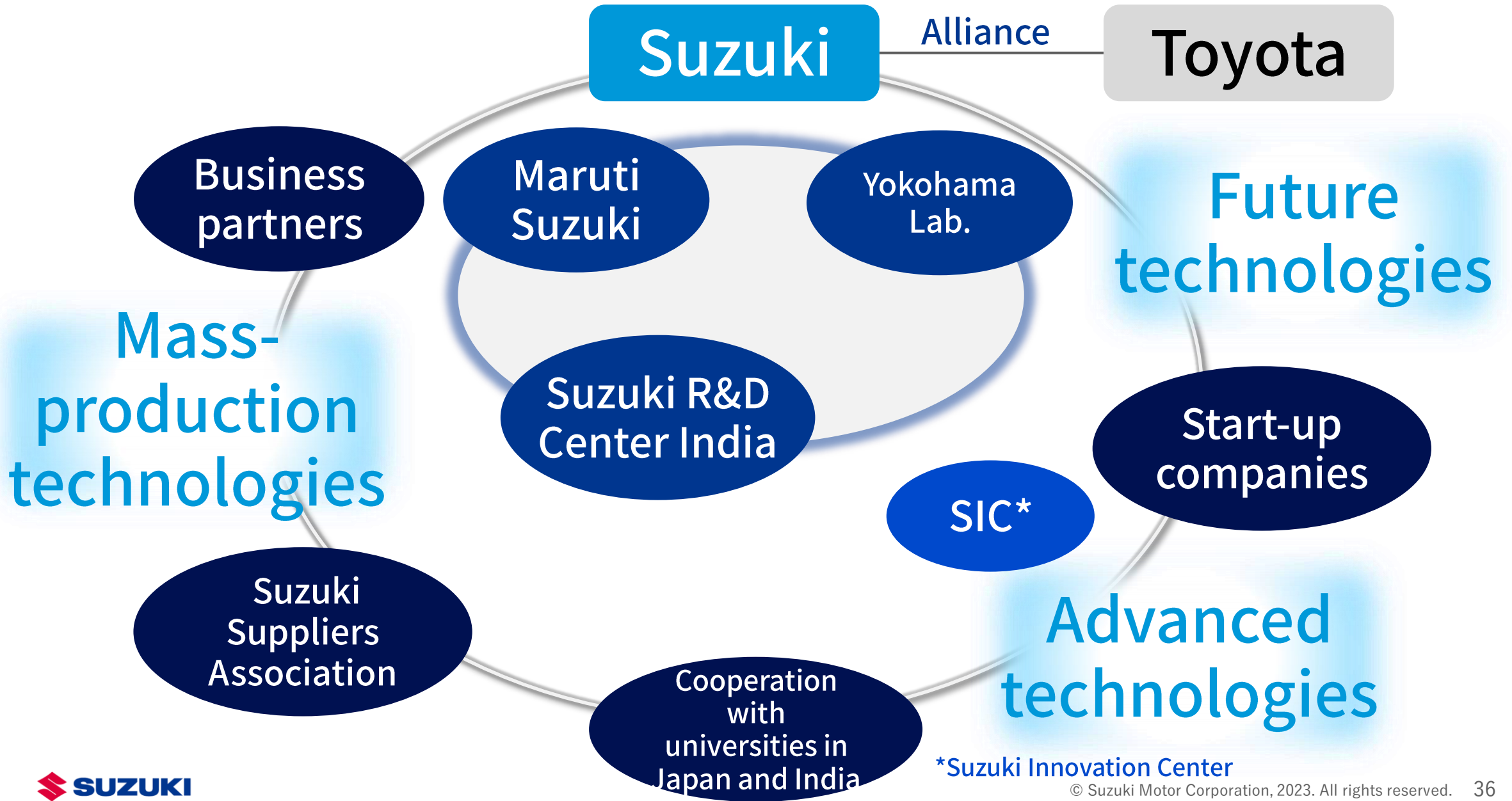


Contribute to Suzuki's stakeholders throughout the world

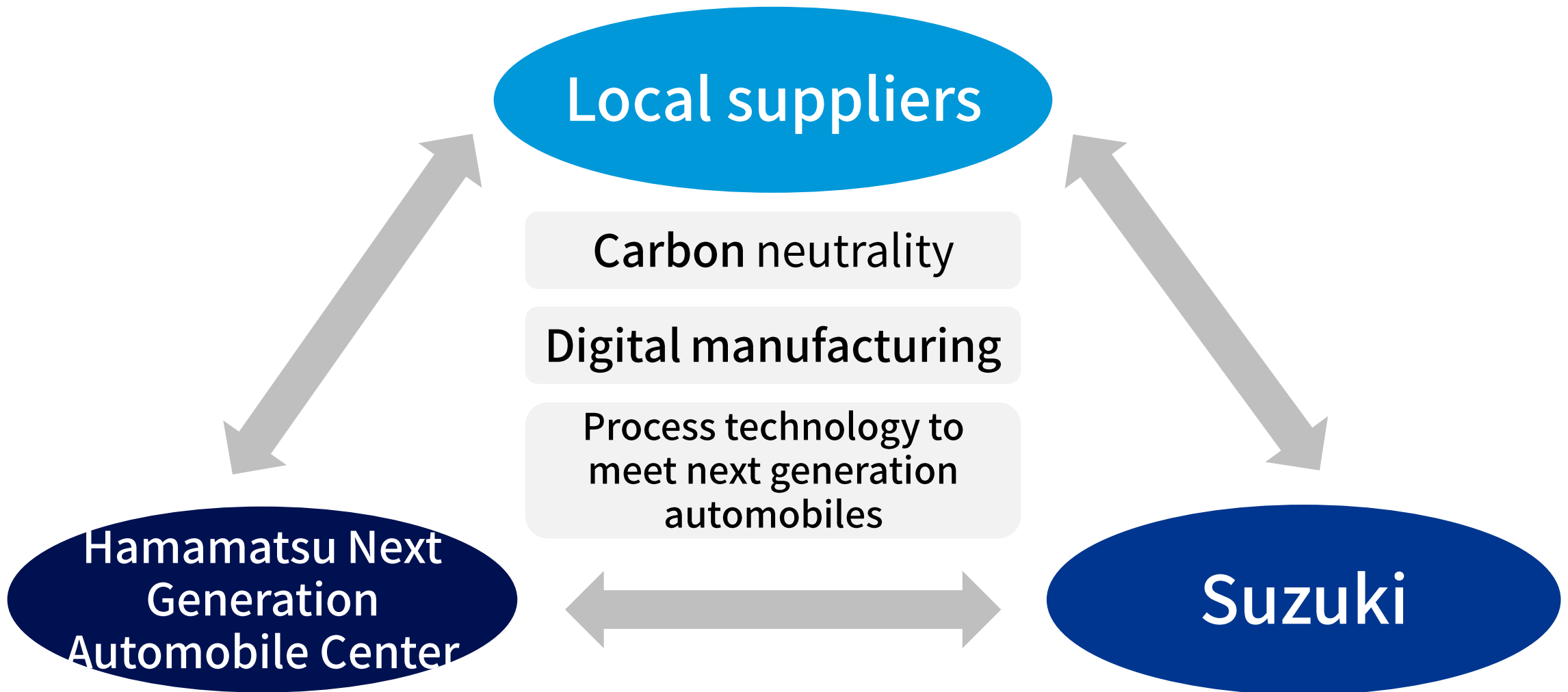
3. Resources







Strengthen local industry level



Research on the efficient production of fuel

ENEOS

Suzuki

SUBARU

Daihatsu

Toyota

Toyota Tsusho

Research on
Efficient Ethanol
Production
Systems

Research on
Byproduct Oxygen,
CO₂ Capture, and
Utilization

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

Research on
Efficient Raw
Material Crop
Cultivation
Methods

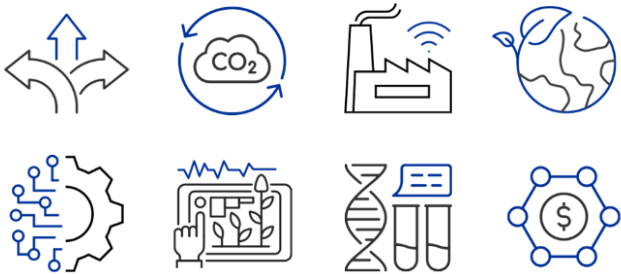
“Compete and Cooperate” for sustainable growth and conquering various issues

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 bio-fuel
- Initiatives for recycling



Applied EV



Suzuki Global Ventures



Find out how you can drive with a new drive with our partner programs in just five days.

GET STARTED



Apply to Partner



Get verified



Start driving

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

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

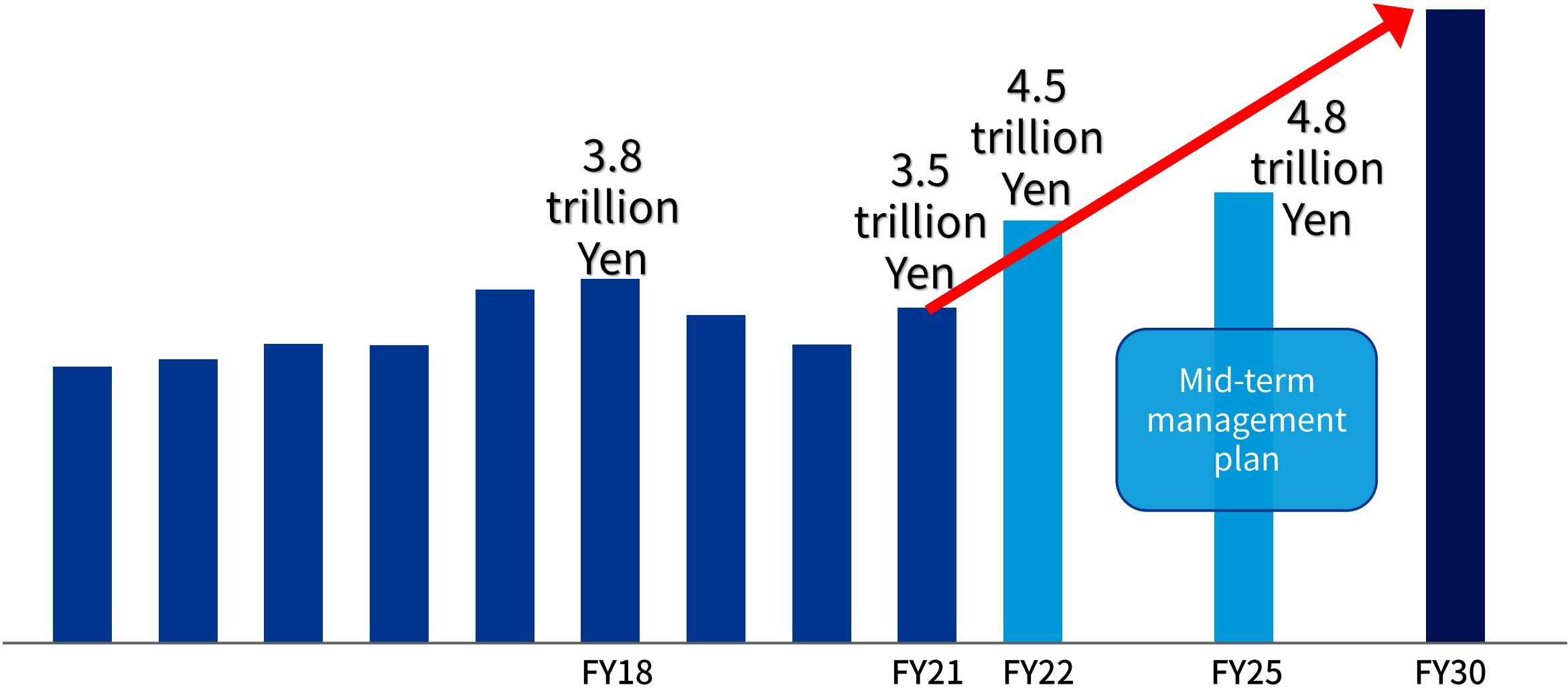
Carbon neutrality

CASE

Reviewing R&D

Strengthening alliance

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)

社是
一 消費者の立場になって
価値ある製品を作ろう
二 協力一致で新しい会社を
建設しよう
三 自己の向上にとつて常に
意欲的に前進しよう

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

Lean
Management

Philosophy of Conduct



Lifestyle Partner

