

Brief on Suzuki's Growth Strategy for **FY2030**



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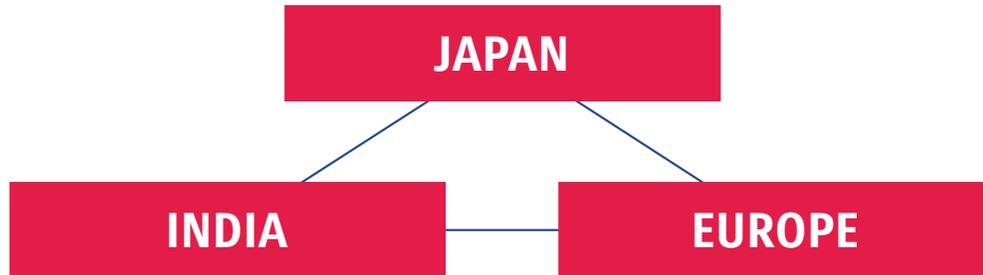
一、消費者の立場になって
価値ある製品を作ろう
二、協力一致清新な会社を
建設しよう
三、自己の向上にとともに
意欲的に前進しよう



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

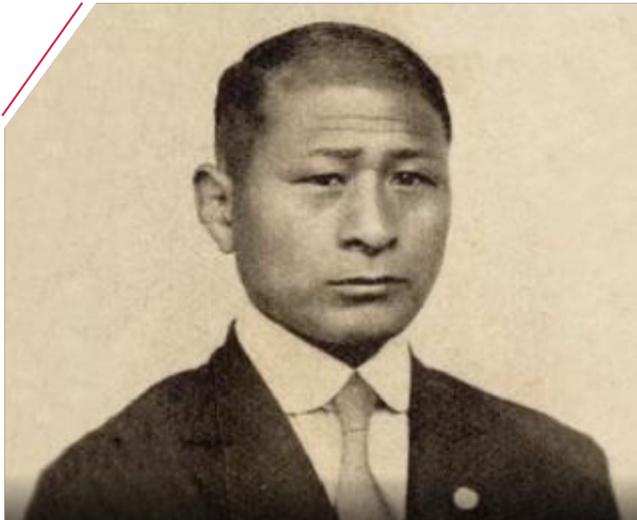
Growth along with the operating country/region

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

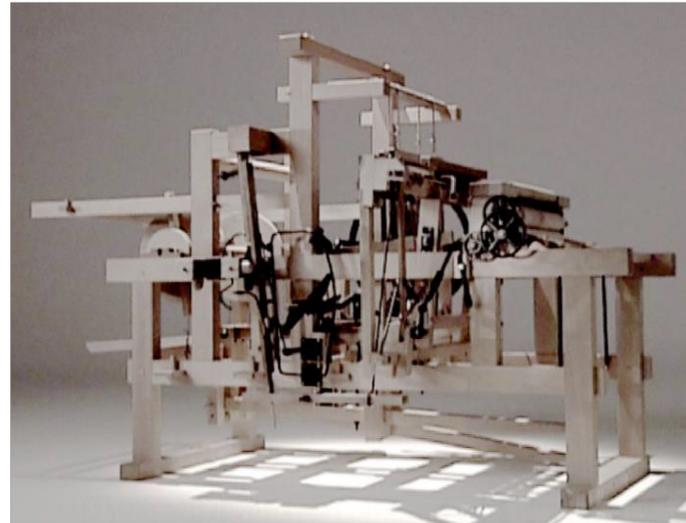
1. History of Suzuki

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

First loom, gifted to his mother



Michio Suzuki, founder

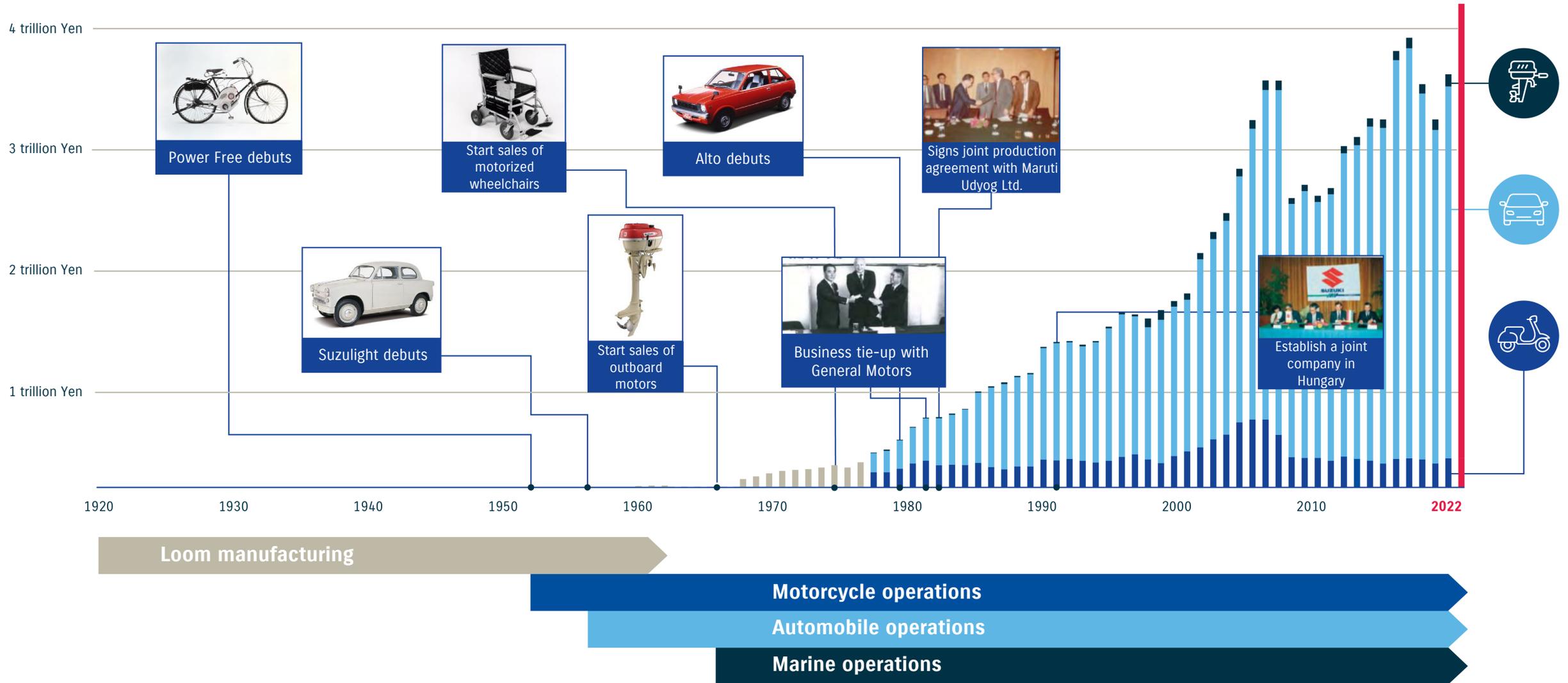


Loom from the 1910s (restored)

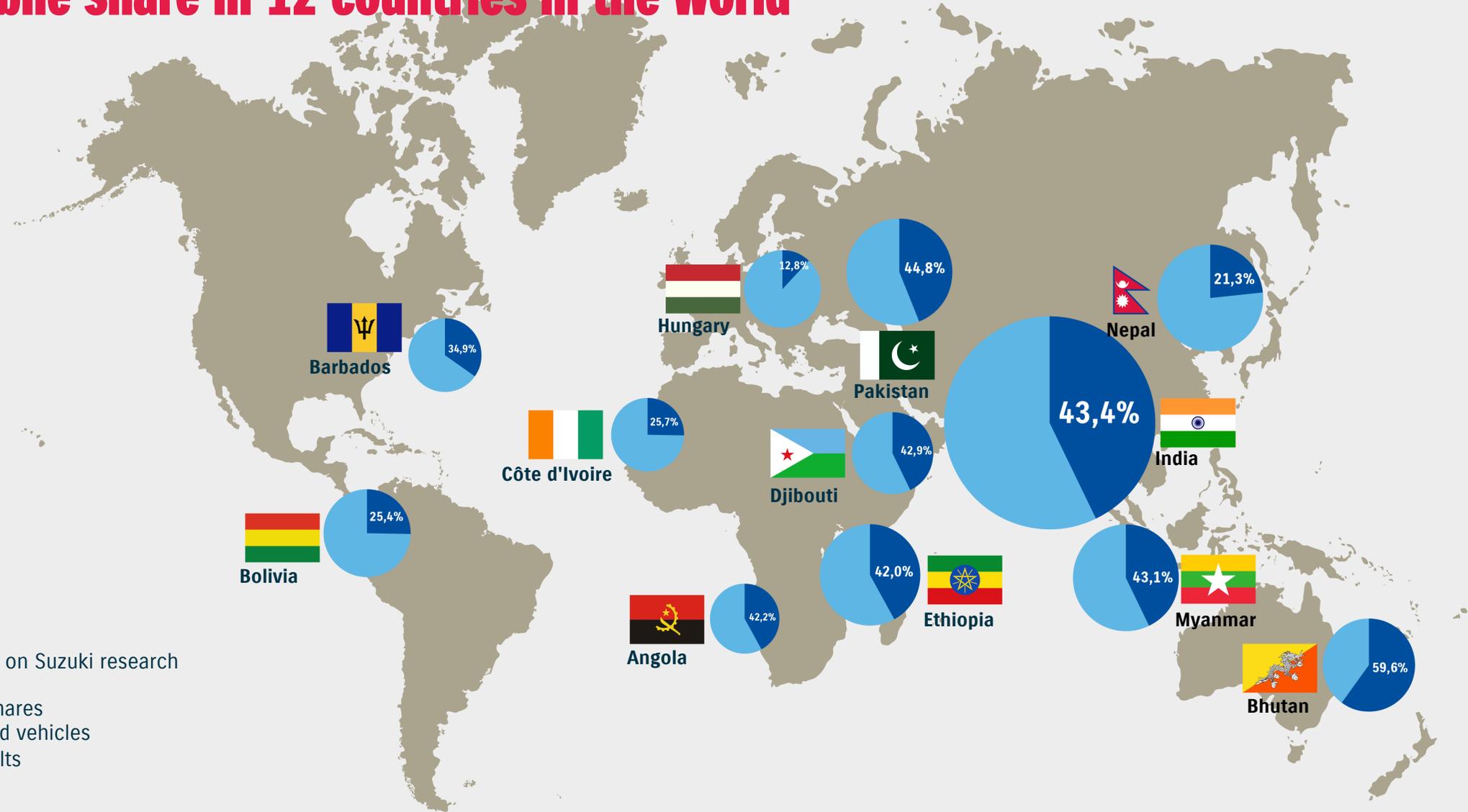


Suzuki Loom Works

History of Suzuki | Expansion of Business (Sales Trends)



Top automobile share in 12 countries in the world



Note: FY2021 results, based on Suzuki research

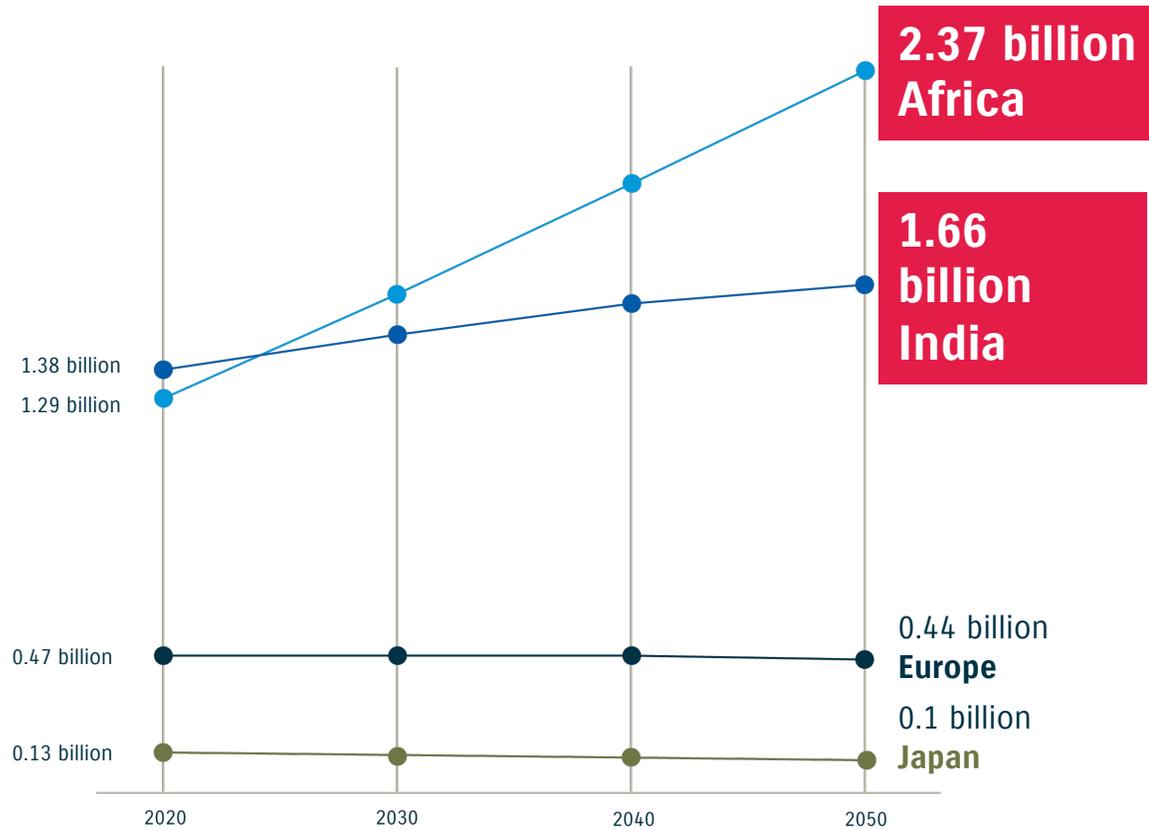
- India: Passenger vehicle shares
- Pakistan: Includes imported vehicles
- Côte d'Ivoire: CY2021 results

Provide products and service that support customers' life and work



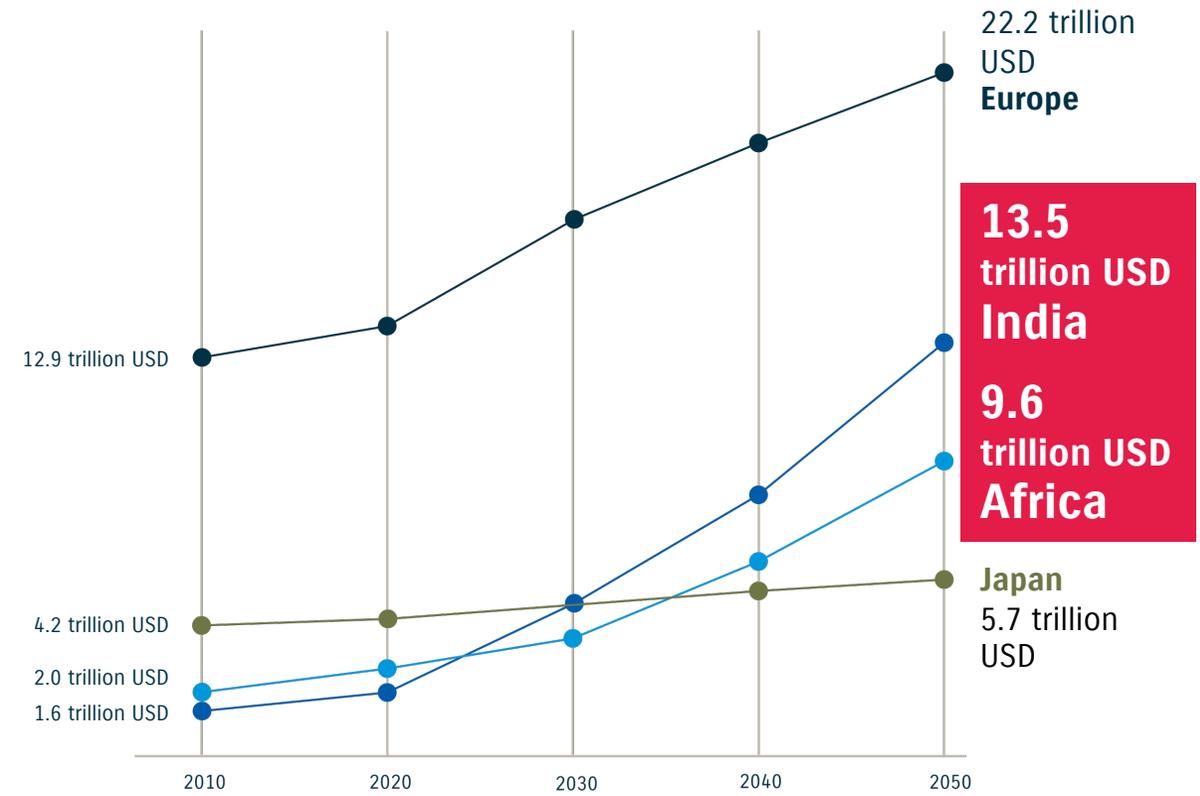
Population/nominal GDP both expected to rise in India/Africa

Population forecast



Source: IEEJ

Nominal GDP forecast



Source: IEEJ

Major business locations

Europe

Japan

India

Africa

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

From this slide onwards each year in the presentation represents a financial year: actual year 1st of April – 31th of March following year

Carbon neutrality achievement goals

Europa

2050

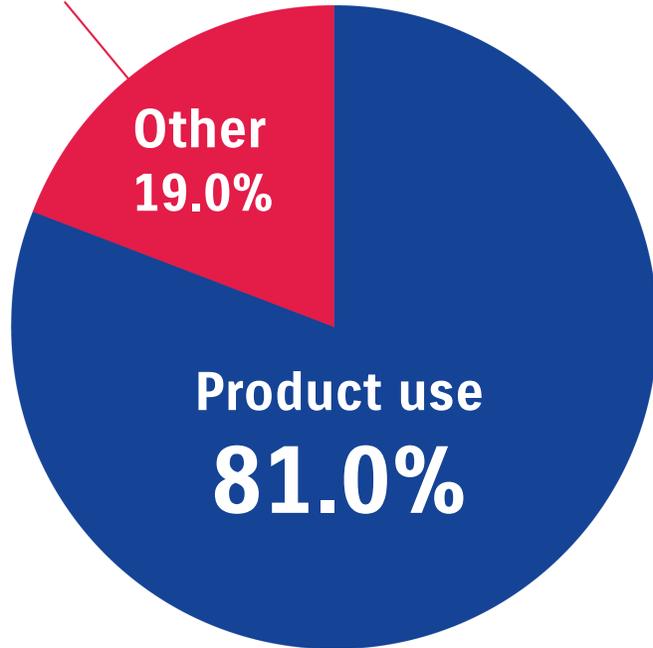
Japan

India

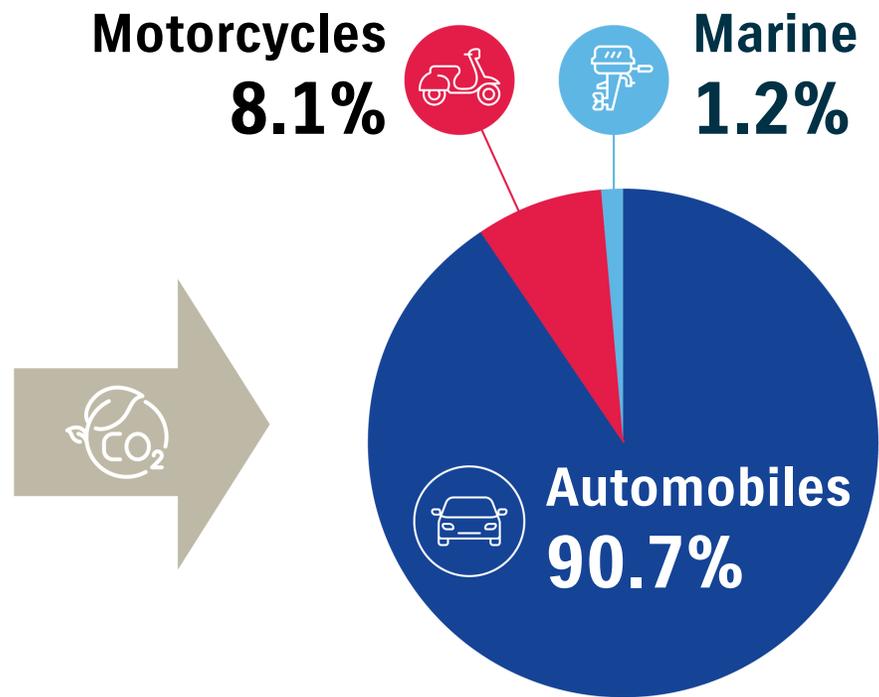
2070

Breakdown of CO₂ emissions in business activities including product lifecycle

Procurement of materials/parts, vehicle manufacturing, etc.

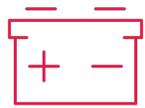


Breakdown of CO₂ emissions during product use

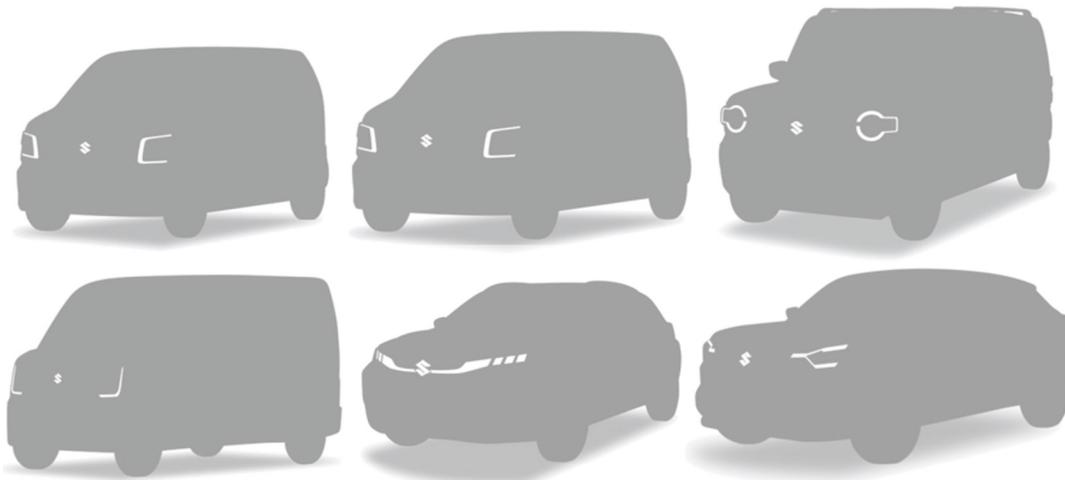


Product plan until FY2030 (Japan)

Introduction of first battery EV in **FY2023**



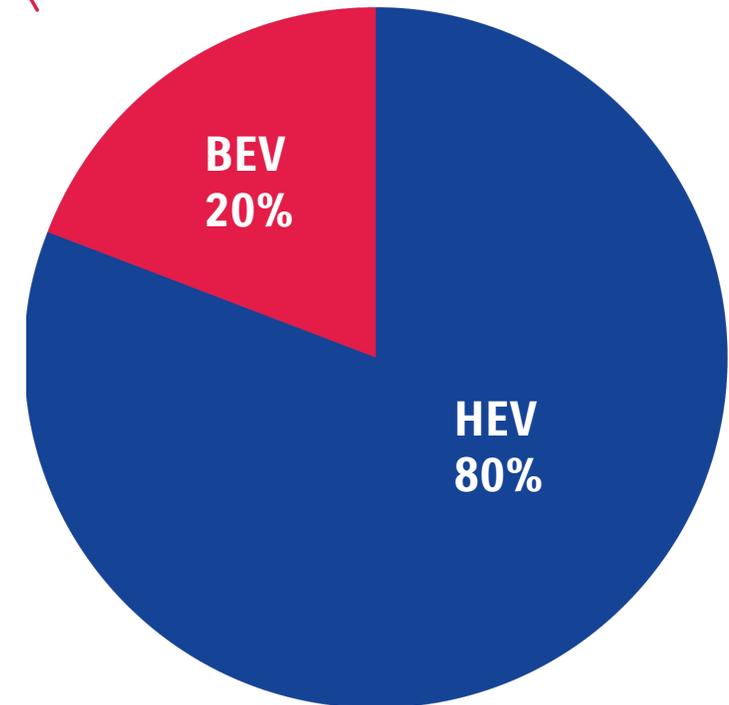
BATTERY EV LINEUP



Introduce **6** models



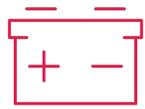
POWERTRAIN RATIO



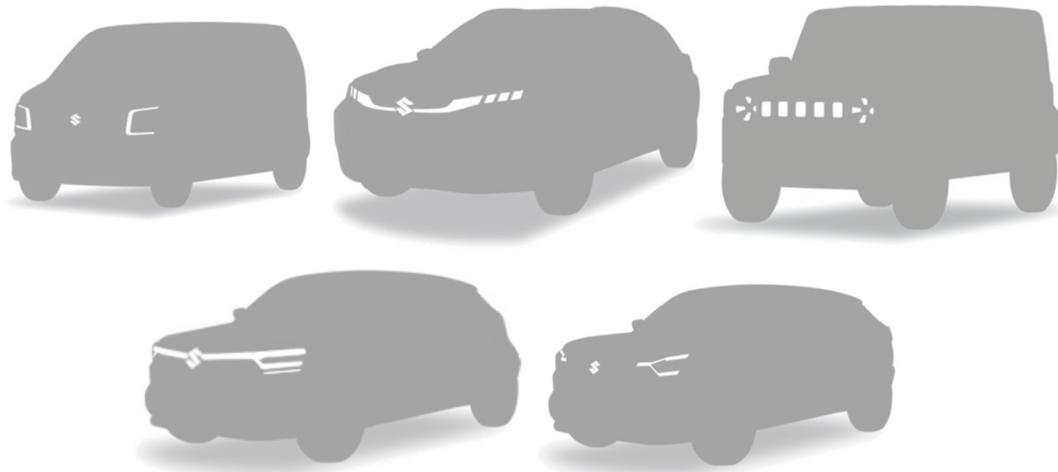
(Passenger vehicles only)

Product plan until FY2030 (Europe)

Introduction of first battery EV in **FY2024**



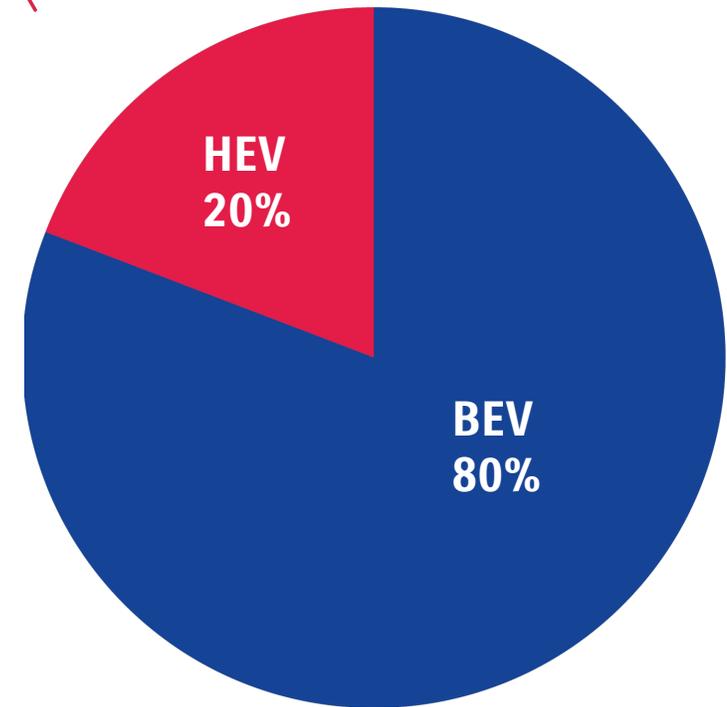
BATTERY EV LINEUP



Introduce **5** models



POWERTRAIN RATIO

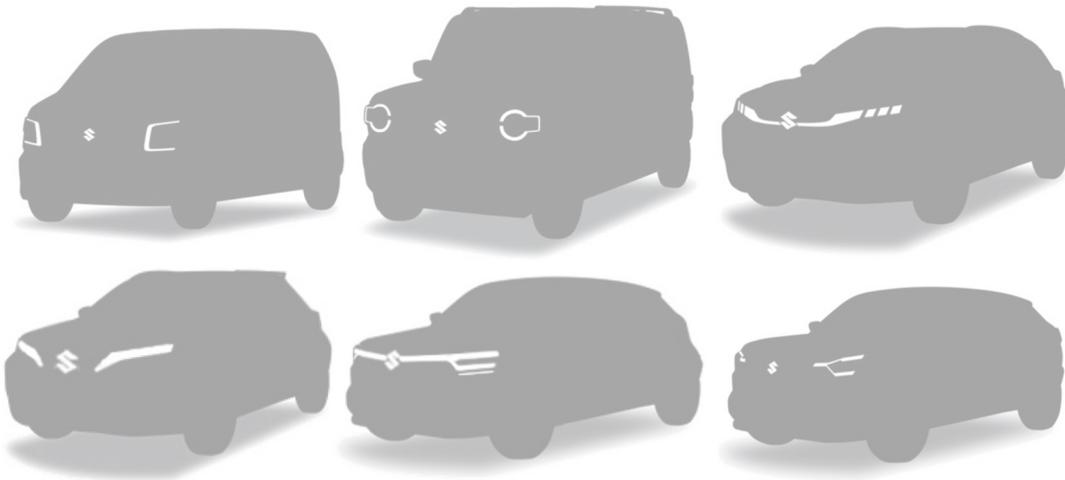


Product plan until FY2030 (India)

Introduction of first battery EV in **FY2024**



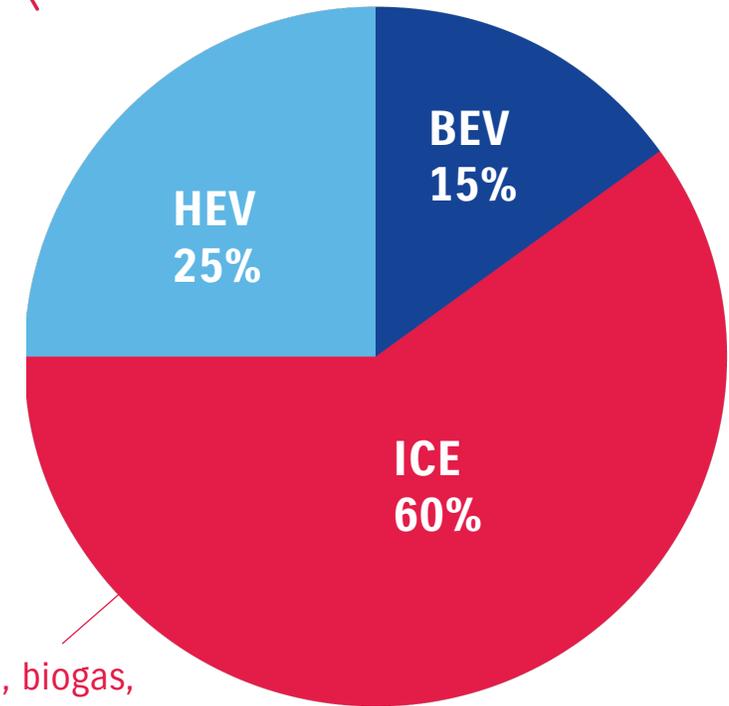
BATTERY EV LINEUP



Introduce **6** models



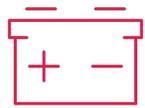
POWERTRAIN RATIO



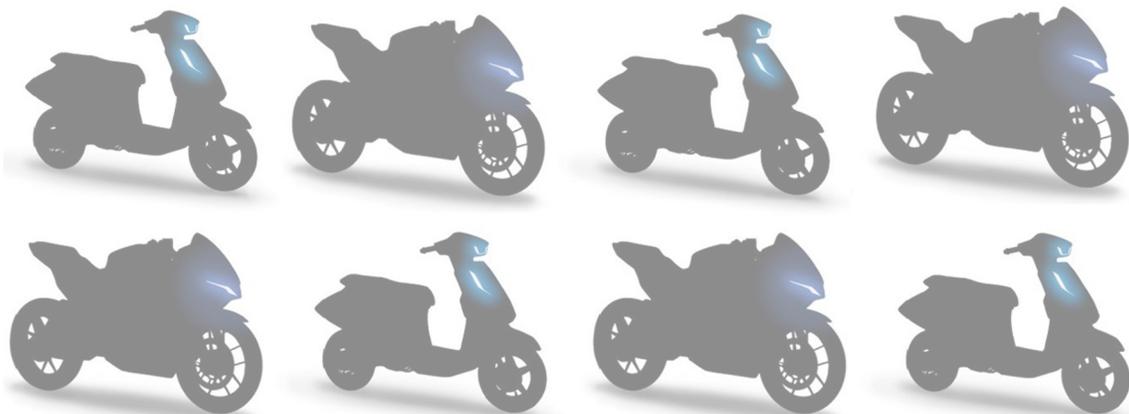
CNG, biogas, ethanol mixed fuel, etc.

Product plan until FY2030 (Global)

Introduction of first battery EV in **FY2024**



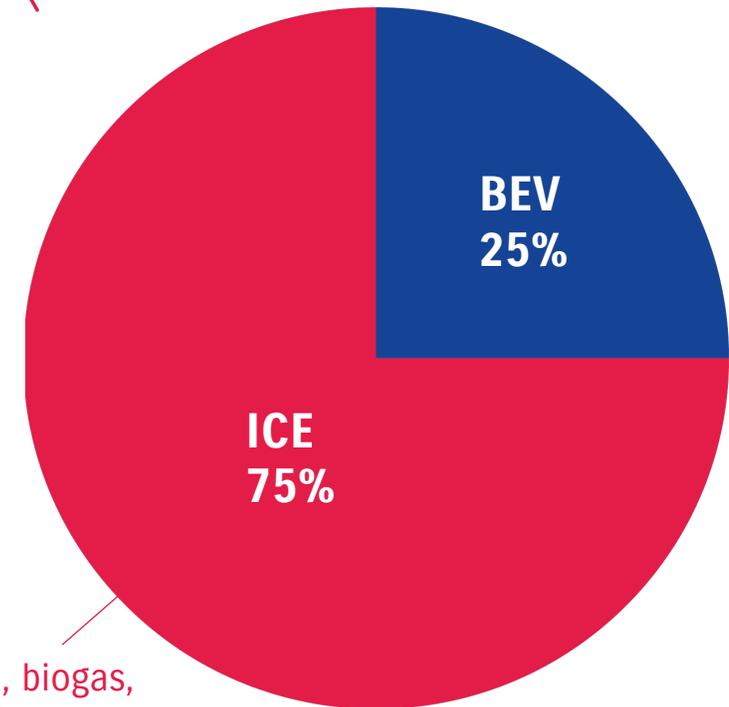
BATTERY EV LINEUP



Introduce **8** models



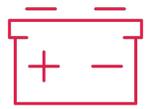
POWERTRAIN RATIO



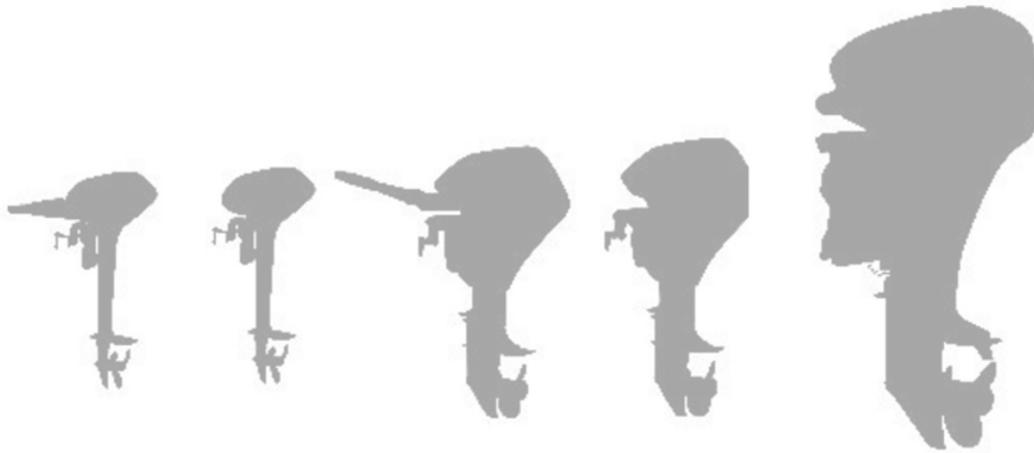
CNG, biogas, ethanol mixed fuel, etc.

Product plan until FY2030 (Global)

Introduction of first battery EV in **FY2024**



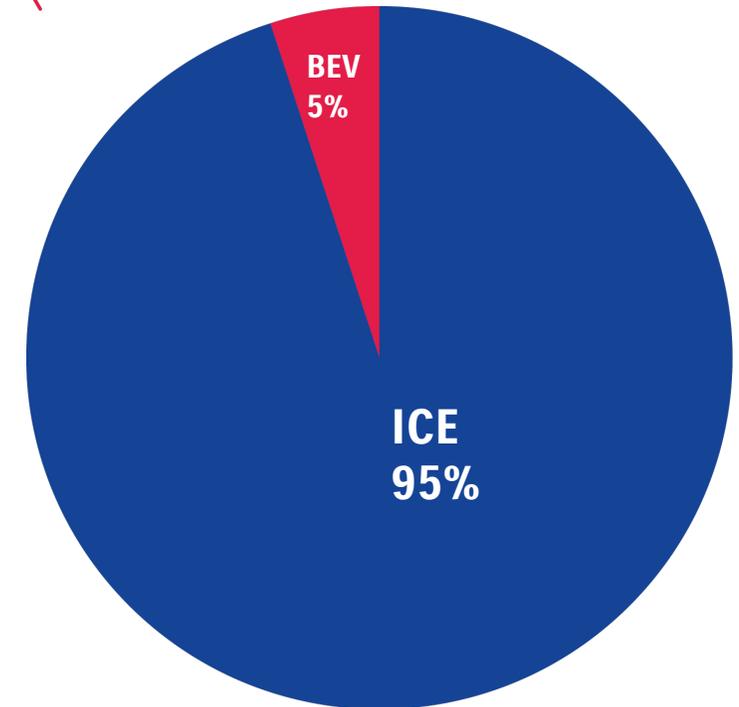
BATTERY EV LINEUP



Introduce **5** models



POWERTRAIN RATIO



Clean Ocean Project

SUZUKI CLEAN-UP THE WORLD CAMPAIGN 2021

Clean-up the World Campaign **12,881 participants** total from 2010

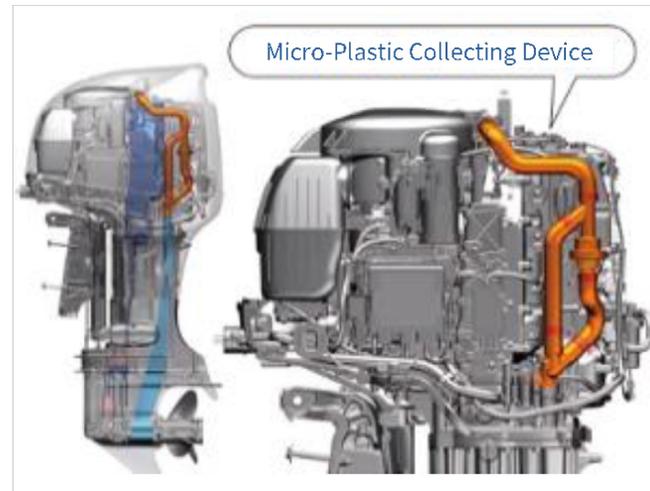



Plastic packaging reduction
23 tons total reduced from 2020

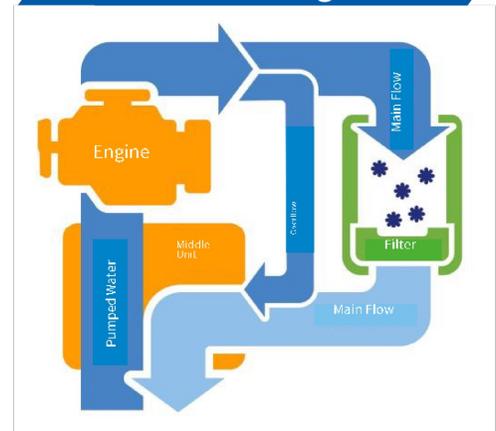


Micro-Plastic Collecting Device

Standard equipment on 5 models from July 2022
Micro-Plastic Collecting Device



Micro-Plastic Collecting Device diagram



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

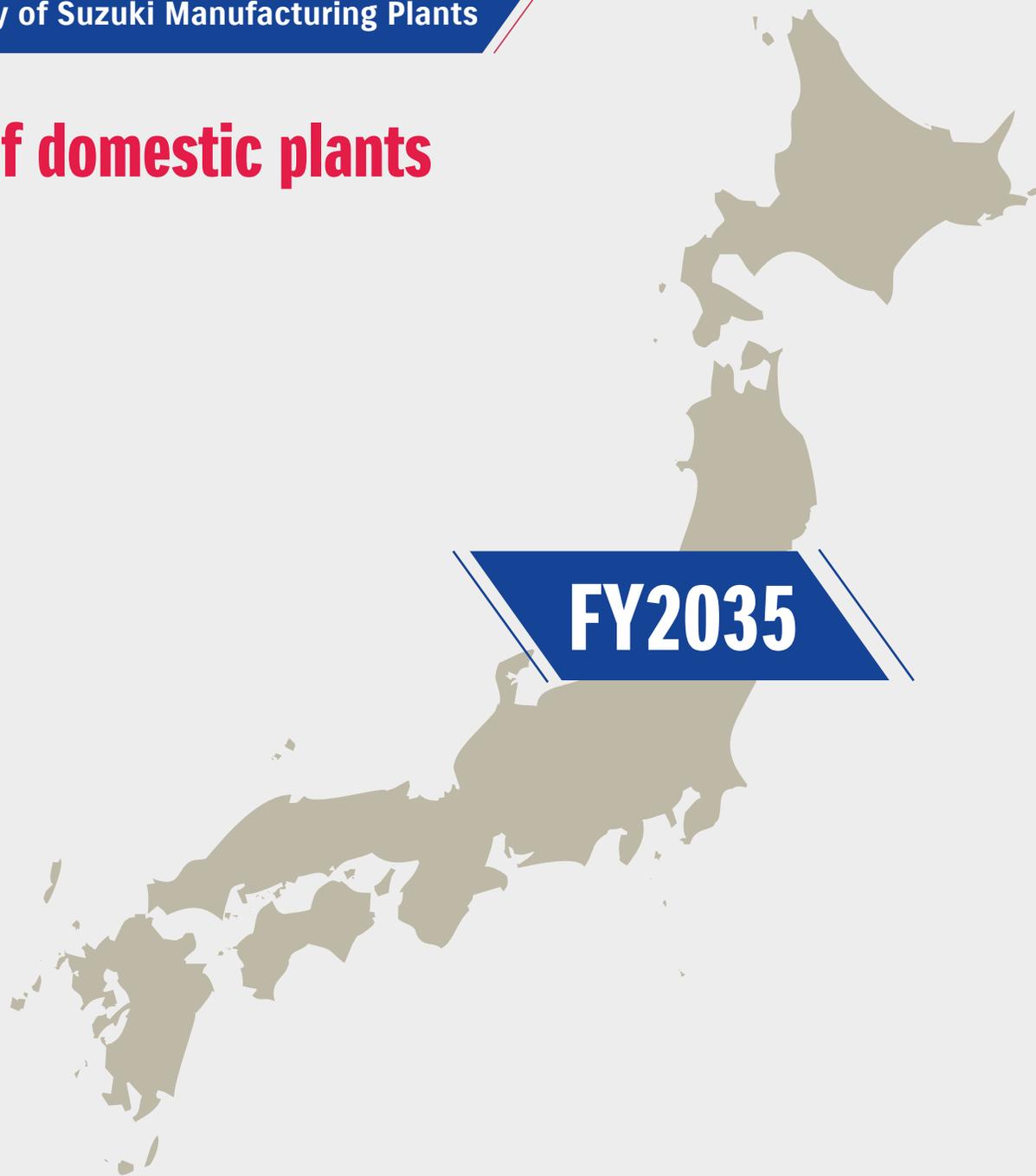


✓ Solving social issues

✓ Customer needs new market



Carbon neutrality of domestic plants



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

"Sho-Sho-Kei-Tan-Bi"

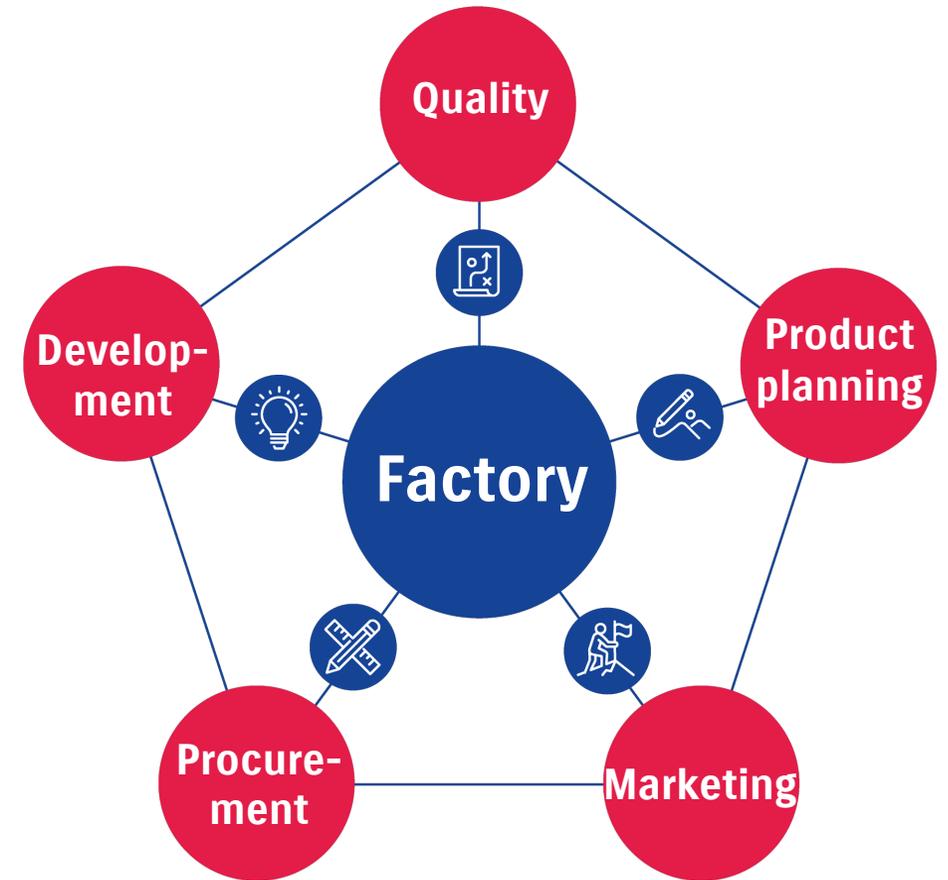
(Smaller, Fewer, Lighter, Shorter, Beauty)

PROMOTE DIGITALIZATION

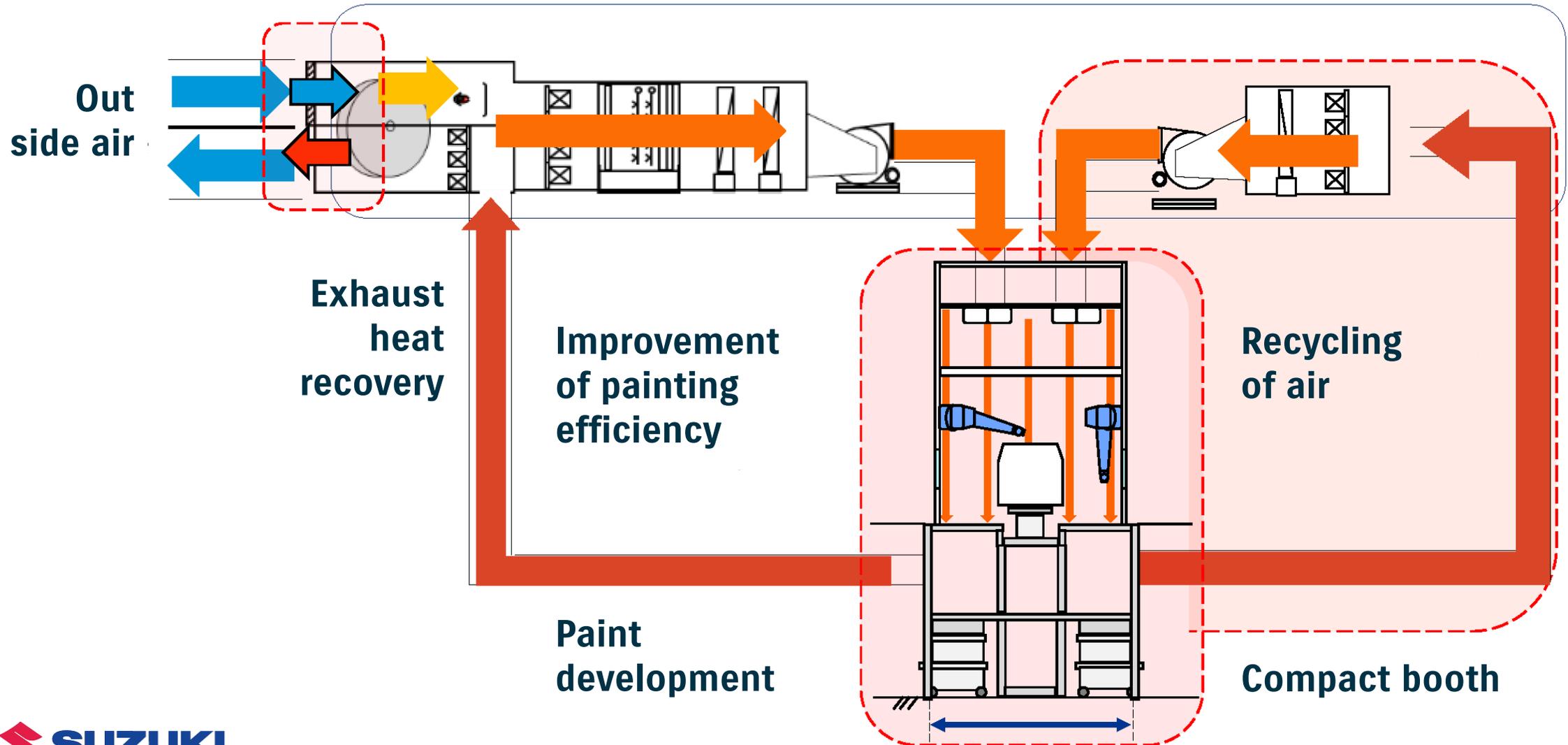
Lean

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

Green Electricity



Solar power generation



Wind power generation

Hydrogen Production

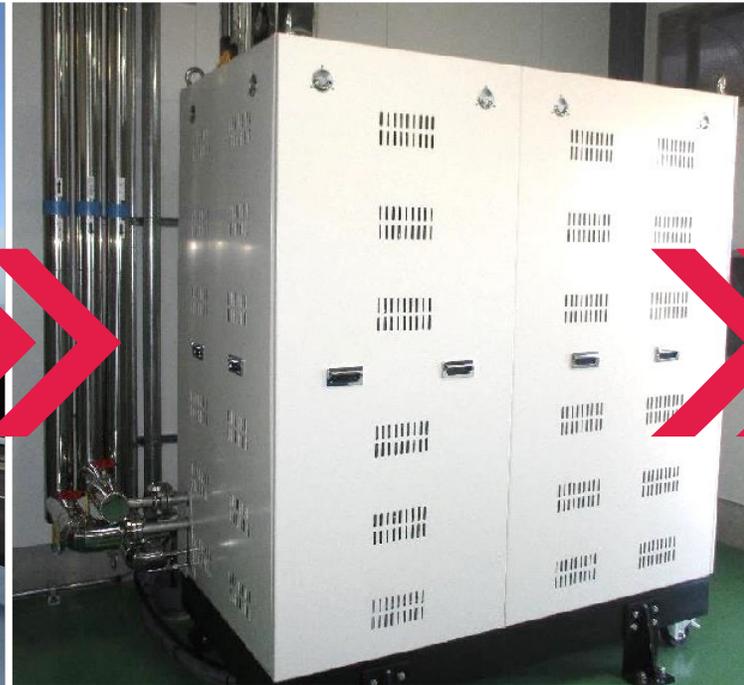
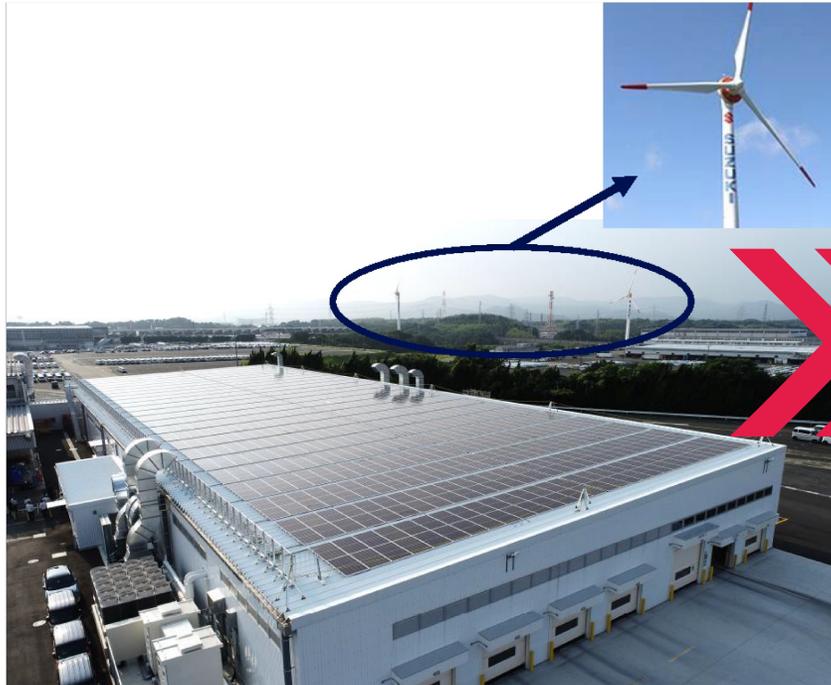


Hydrogen generator

Hydrogen Utilization

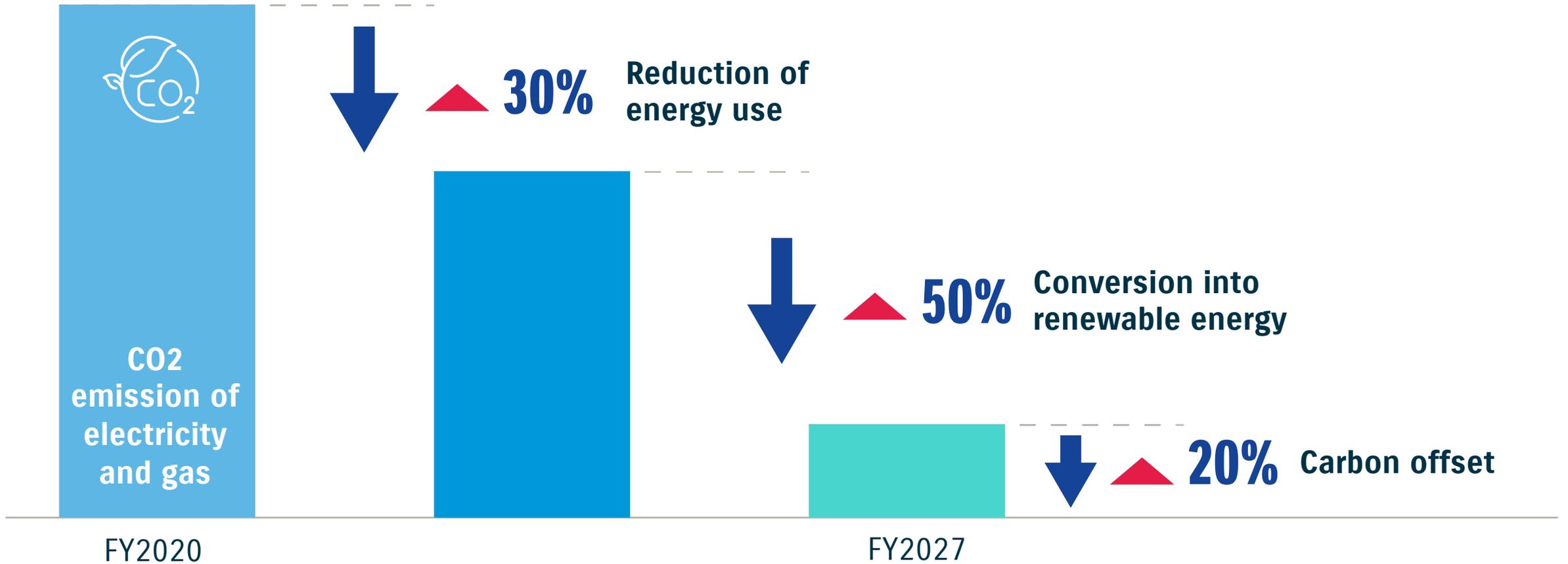


Fuel cell transporter

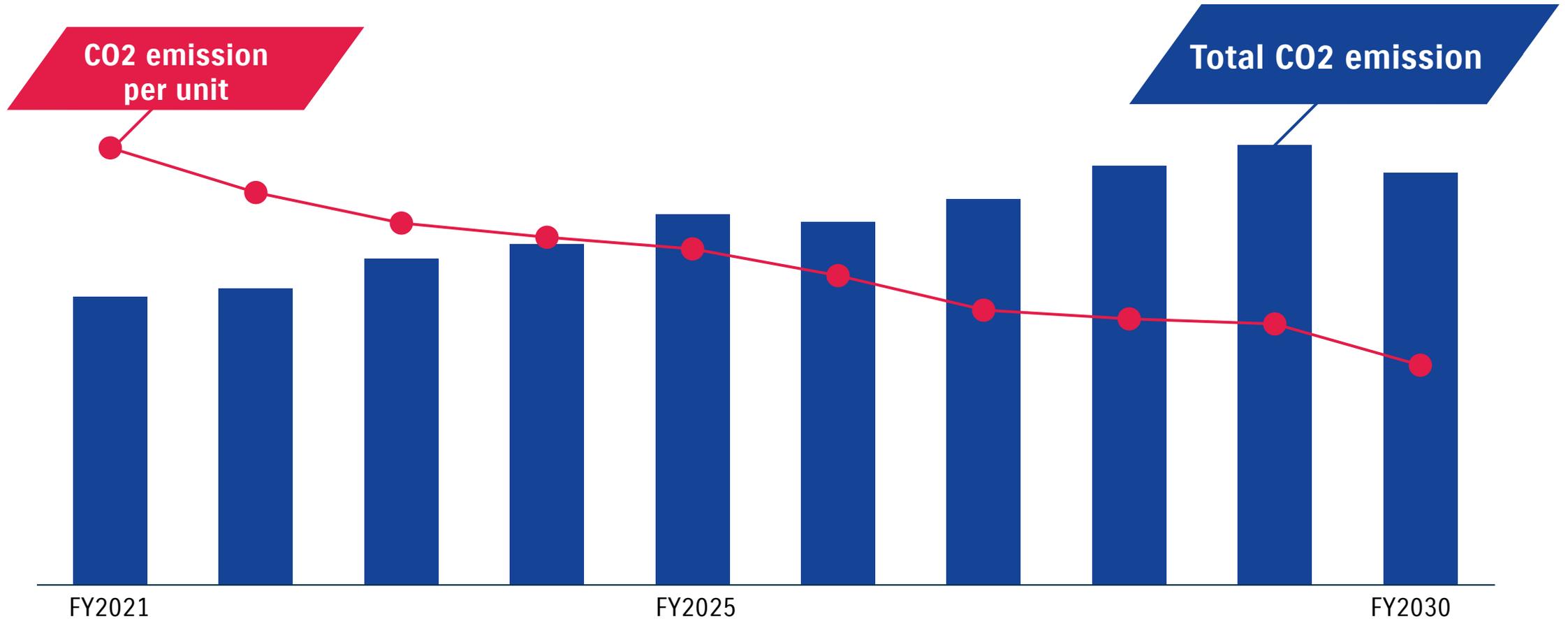


Hydrogen burner:
Painting process, etc.

Carbon neutrality of Hamamatsu Plant in 2030 → FY2027

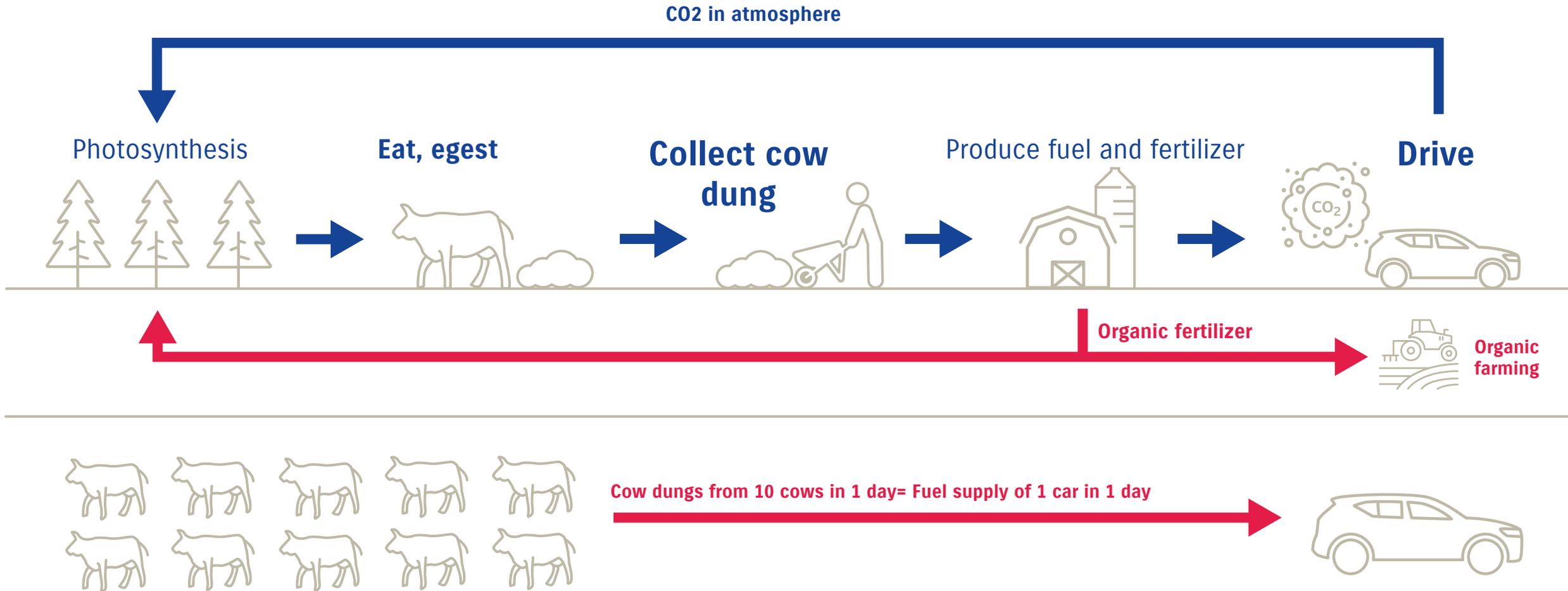


Challenge for reduction of CO2 emission while increasing sales units



Production and supply of biogas fuel derived from cow dung

Solution to achieve carbon neutrality suited for India



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)



Signing of MoU with Indian government agency (India)



Fujisan Asagiri Biomass LLC. (Japan)



Photo credit - Press Information Bureau Government of India

December 2022

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

National Dairy Development Board



Suzuki



Banas Dairy

Verification Plan

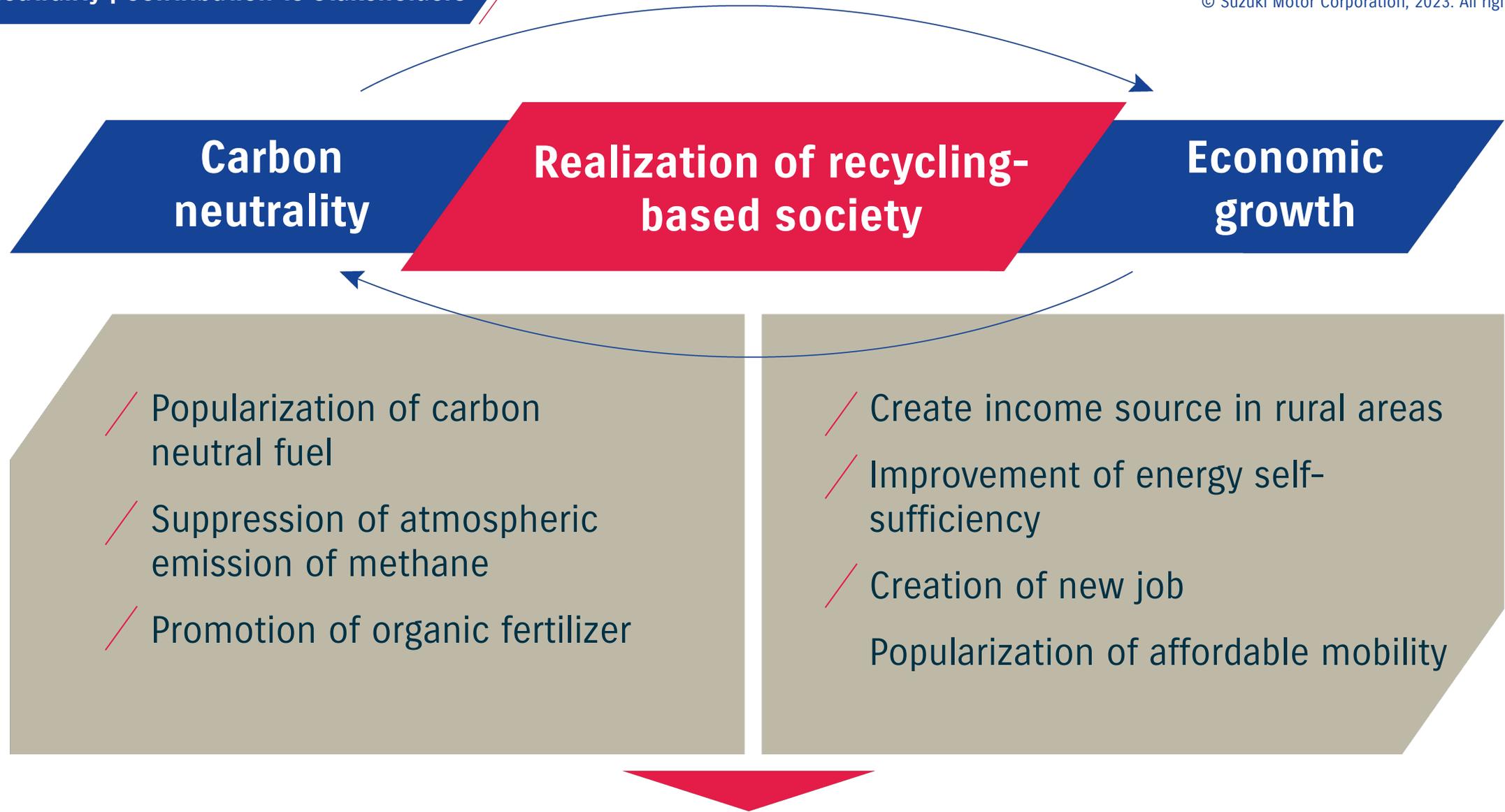
Location: Banaskantha, Gujarat, India

Scale: Biogas production amount approx. 1,500kg/day fuel supply for approx. 500 units of CNG cars

Schedule: Start operation from mid 2024



Signing of MoU among 3 parties (India)



Contribute to Suzuki's stakeholders throughout the world

3. Resources

**SUZUKI' S UNIQUE VALUE THAT
COMBINES ITS STRENGTHS TO
PROVIDE A MEANS OF MOBILITY AND
SUPPORT PEOPLE'S LIVES**



**Contribute to the environment
through smaller products**



**Provide economically competitive and
high-quality products and services**



**Provide an indispensable means of
mobility for local communities and
people**



**Engage in manufacturing that excites and
touches people's lives**



**Contribute to the economic development
of emerging countries**



／ Cute ／



／ Multi-purpose ／



／ Economic ／



／ The one and only ／

"UNIQUE VALUE AT AN AFFORDABLE PRICE"



／ Tool-like ／



／ Outdoors ／

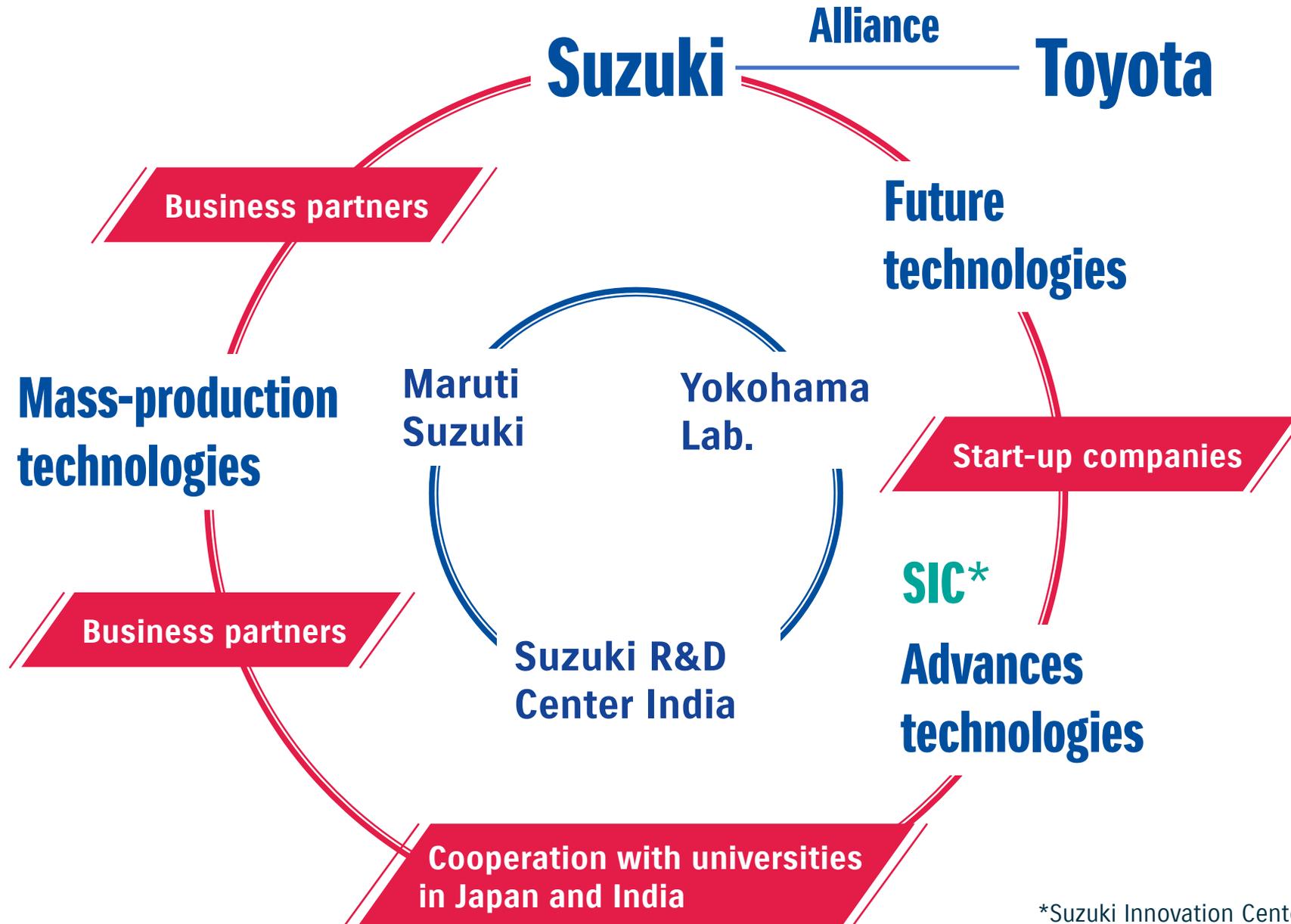


／ Compact ／



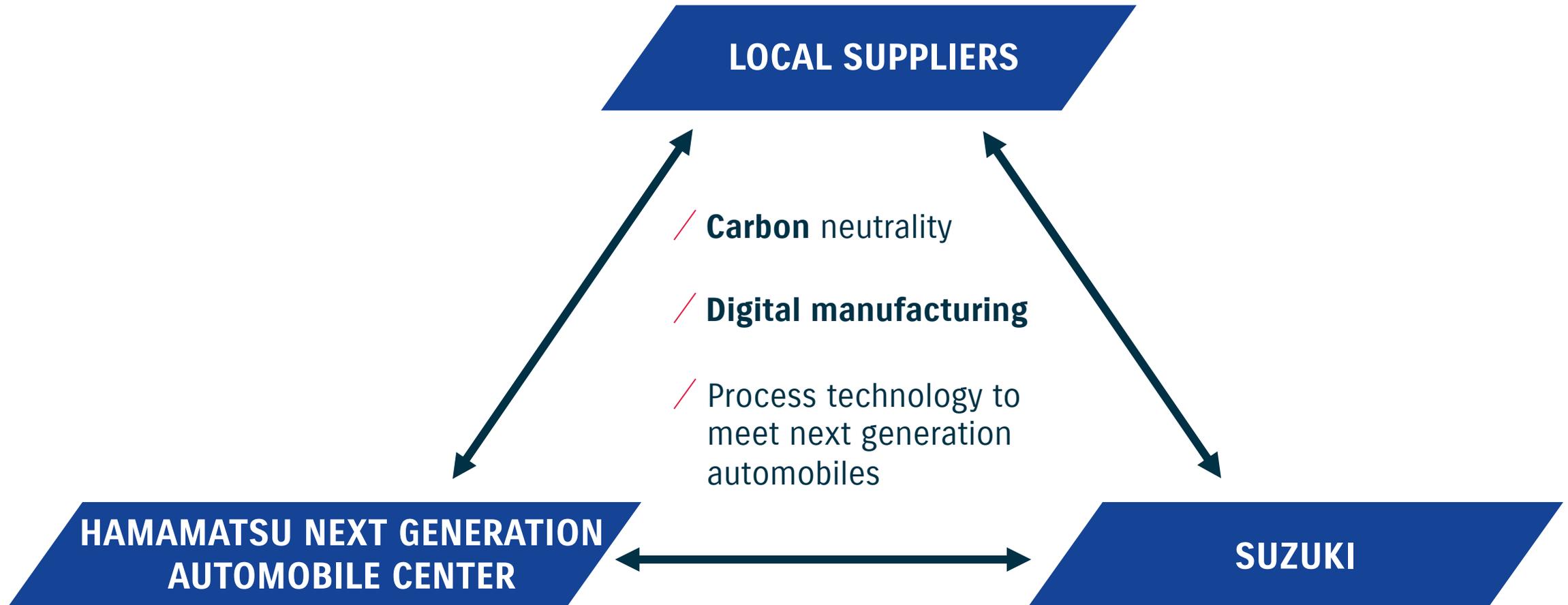
／ Fun-to-drive ／





(Hamamatsu Nexteneration Automobile Center)

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 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**

"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



Applied EV



Suzuki Global Ventures



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.

R&D Expenses

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

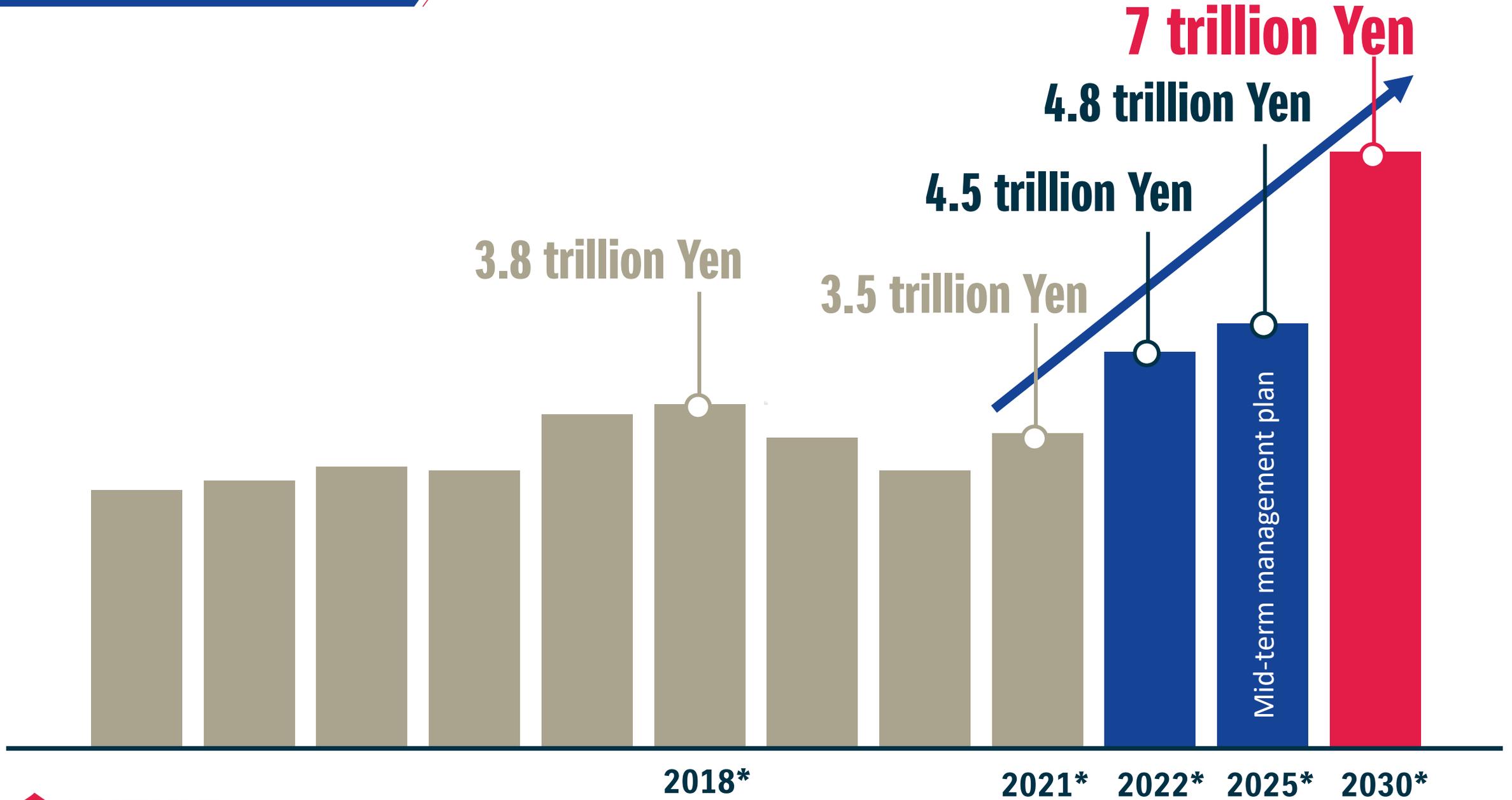
- / Corporate culture reform
- / Nuresourcesrturing human
- / DX promotion

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



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、協力一致清新な会社を
建設しよう

三、自己の向上にとつとめ常に
意欲的に前進しよう

MISSION STATEMENT

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

SHO-SHO-KEI-TAN-BI
(SMALLER, FEWER, LIGHTER,
SHORTER, BEAUTY)

LEAN
MANAGEMENT



/// Lifestyle Partner ///



