



# Brief on Suzuki's Growth Strategy for FY2030

# 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

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

Japan

India

Europe

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**

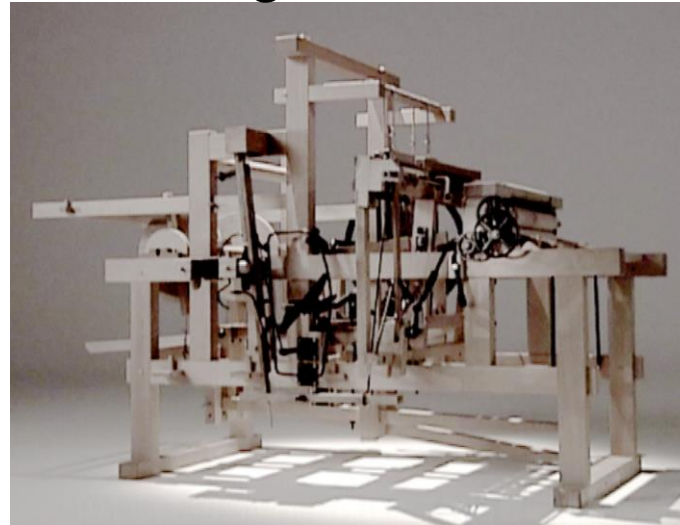
# 1. History of Suzuki

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“I want to make my mother’s weaving work easier for her.”

Michio Suzuki, founder    First loom, gifted to his mother

Suzuki Loom Works



Loom from the 1910s (restored)



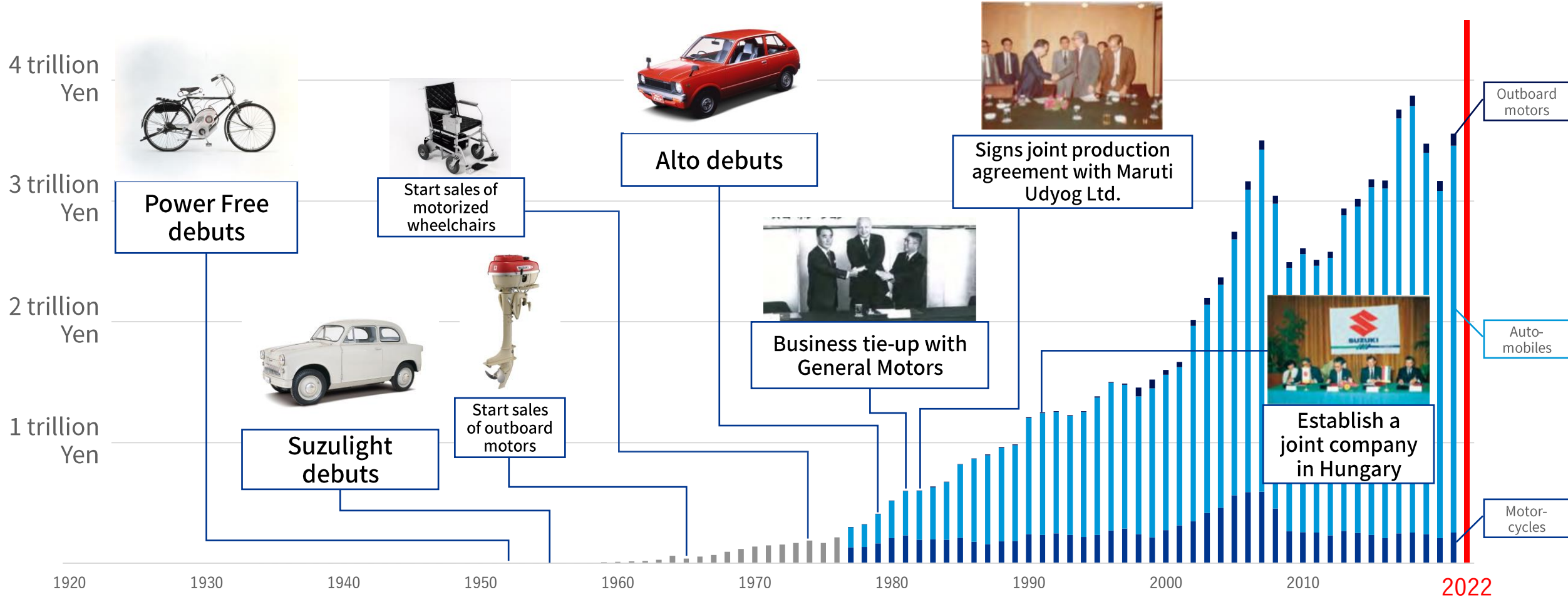
# History of Suzuki | Expansion of Business (Sales Trends)

Loom manufacturing

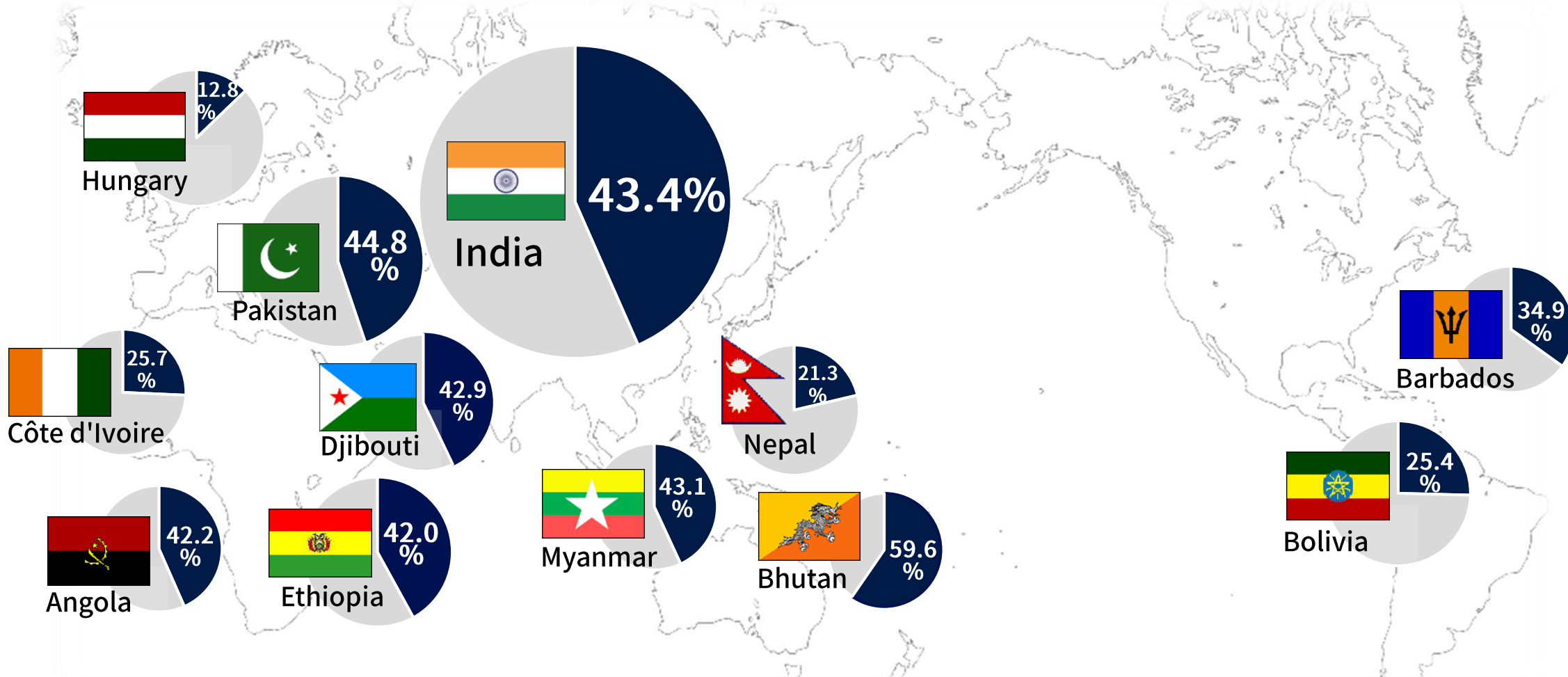
Motorcycle operations

Automobile operations

Marine operations



## Top automobile share in 12 countries in the world



Note: FY2021 results, based on Suzuki research

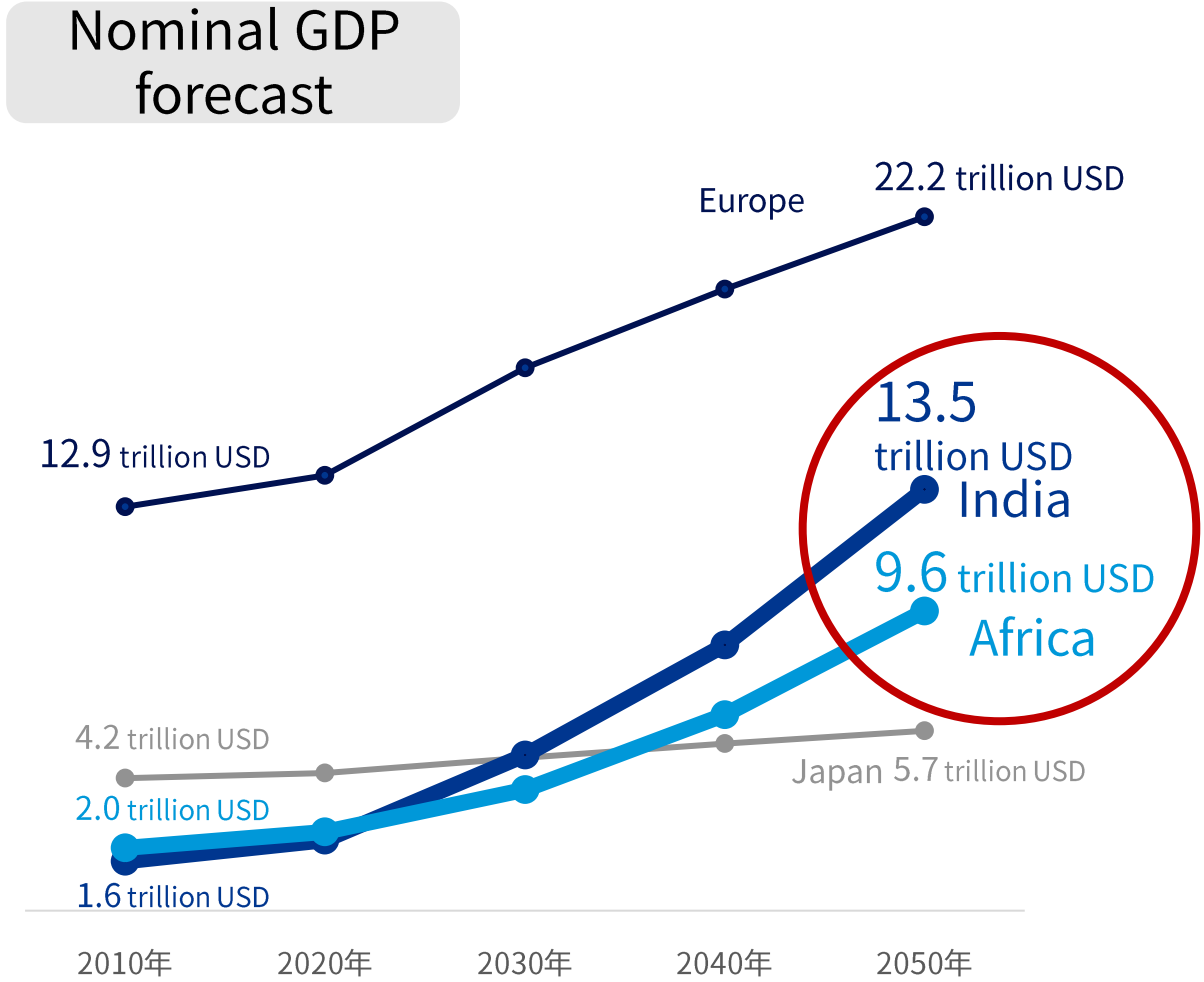
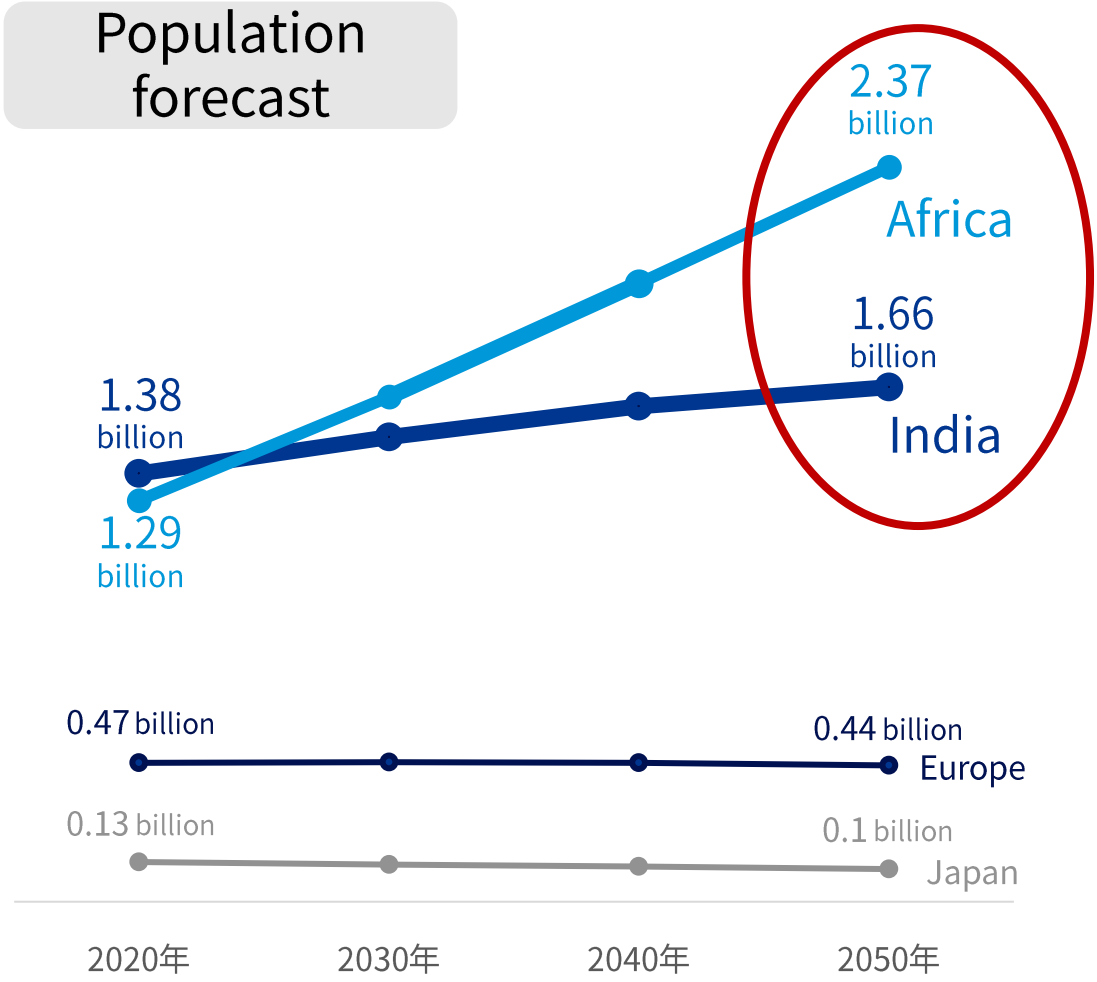
• India: Passenger vehicle shares • Pakistan: Includes imported vehicles • Côte d'Ivoire: CY2021 results



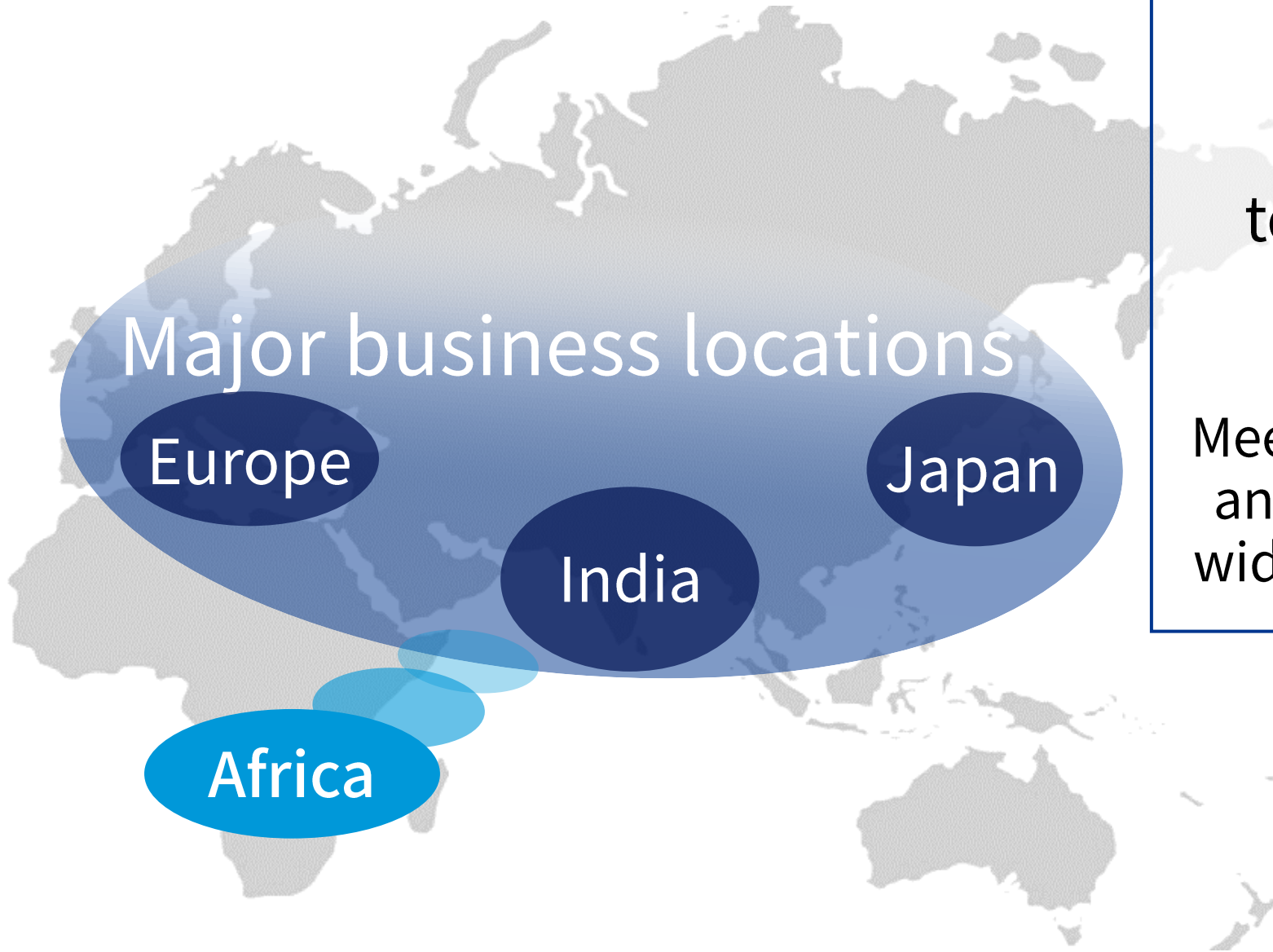
Provide products and service that support customers' life and work



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



# History of Suzuki | Direction by Major Business Locations



## 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

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# Carbon neutrality achievement goals

Europe

2050

Japan

India

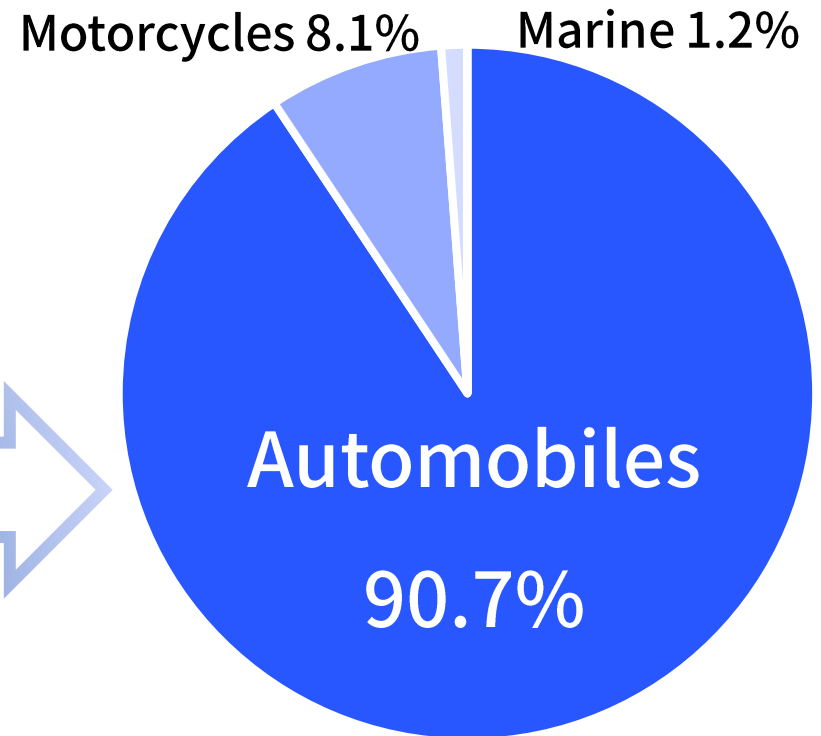
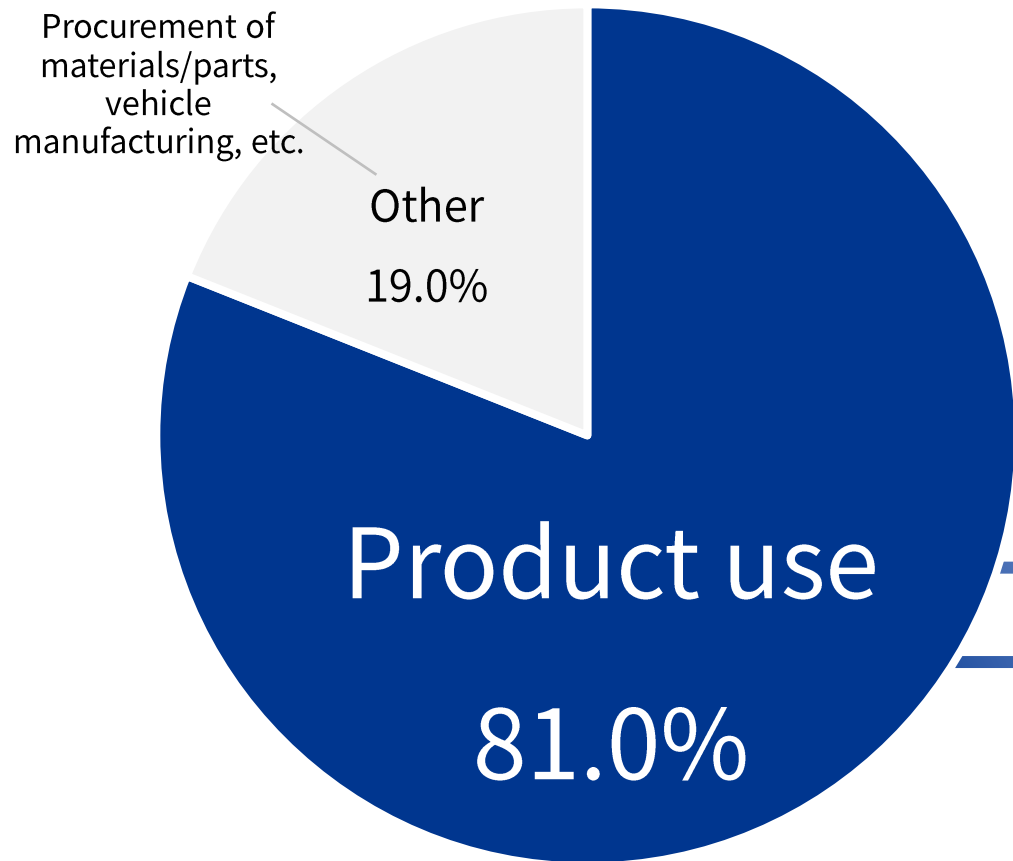
2070

# Carbon Neutrality | CO<sub>2</sub> Emissions in Business Activities including Product Lifecycle

(FY2020 results)

Breakdown of CO<sub>2</sub> emissions in business activities including product lifecycle

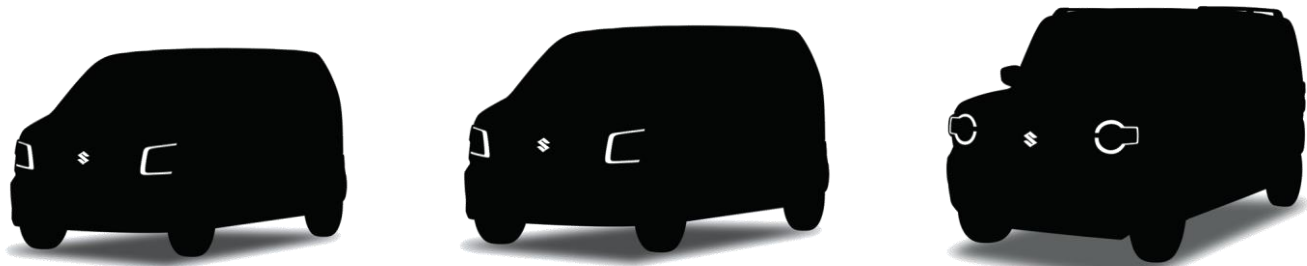
Breakdown of CO<sub>2</sub> emissions during product use



Product plan until FY2030 (Japan)

# Introduction of first battery EV in FY2023

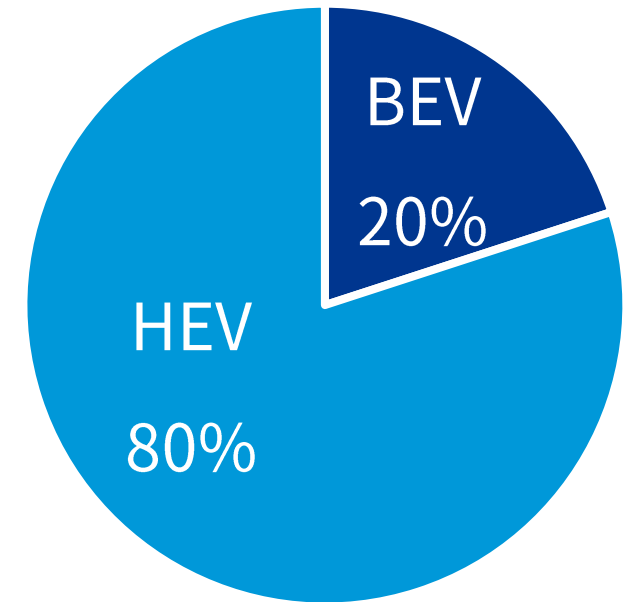
## Battery EV lineup



Introduce **6** models



## Powertrain ratio



(Passenger vehicles only)

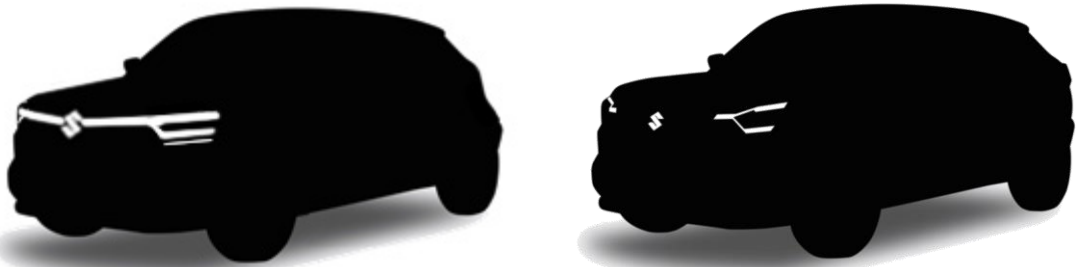
Product plan until FY2030 (Europe)

# Introduction of first battery EV in FY2024

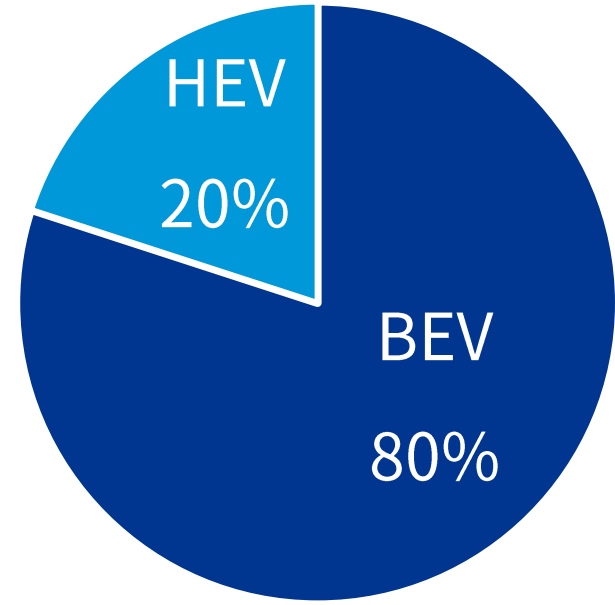
Battery EV lineup



Introduce **5** models



Powertrain ratio

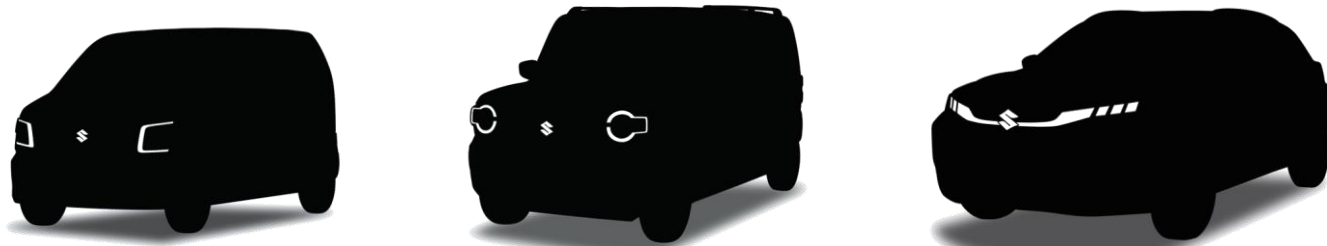




Product plan until FY2030 (India)

# Introduction of first battery EV in FY2024

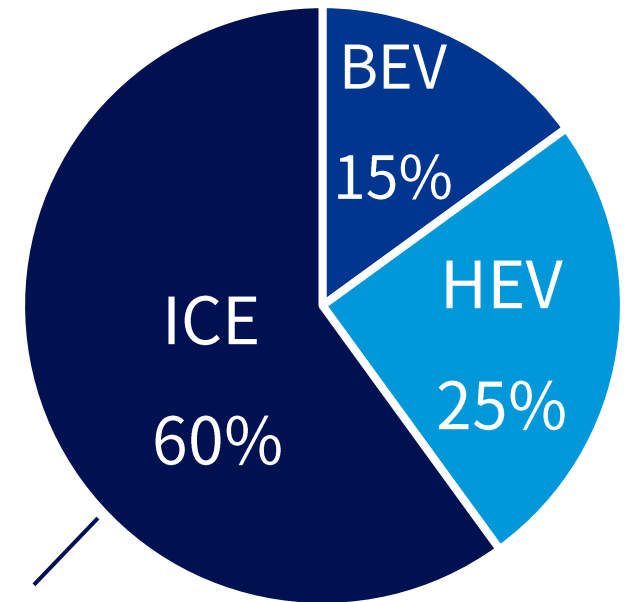
## Battery EV lineup



Introduce **6** models



## Powertrain ratio



CNG, biogas,  
ethanol mixed fuel, etc.

# Product plan until FY2030 (Global)

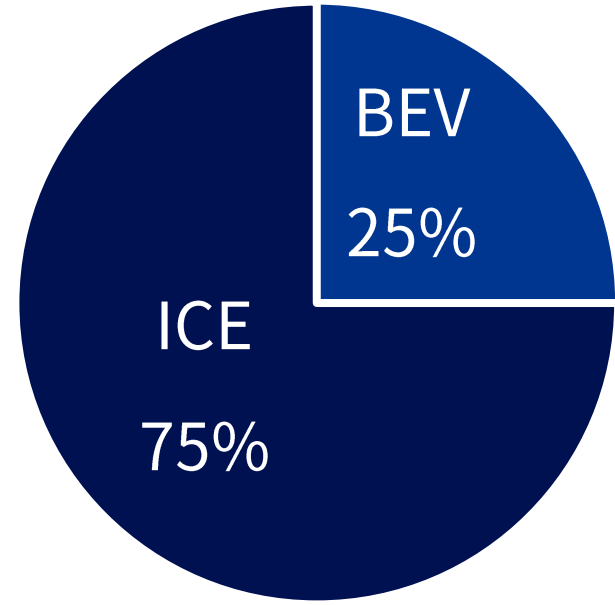
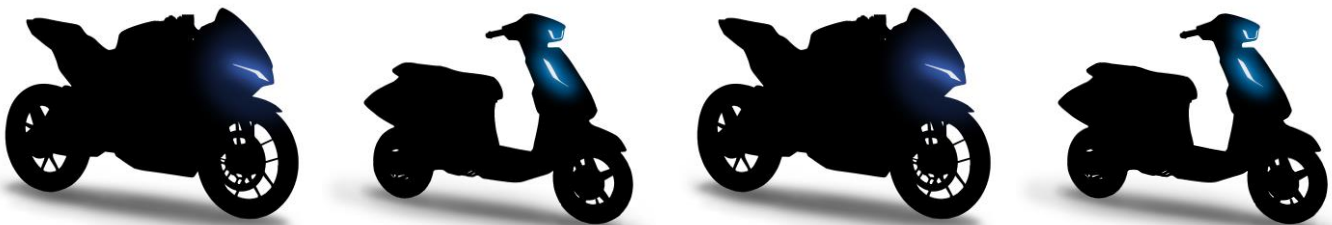
## Introduction of first battery EV in FY2024

### Battery EV lineup

### Powertrain ratio



Introduce **8** models



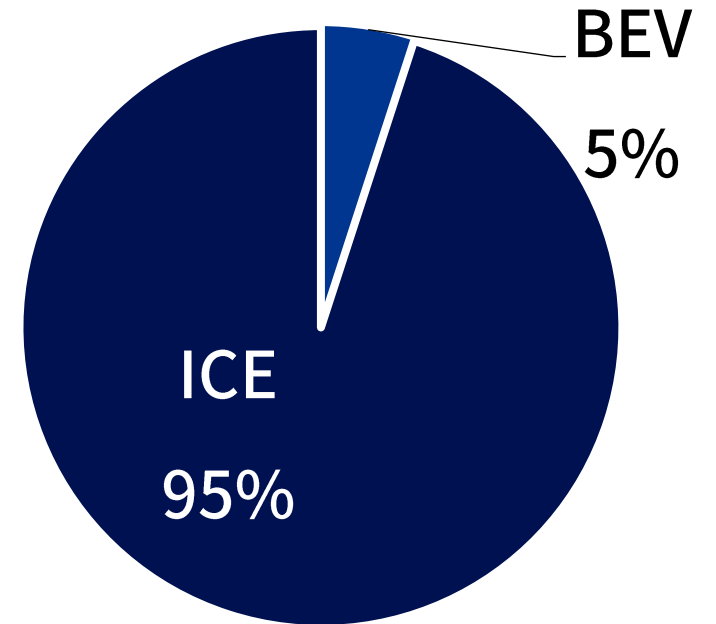
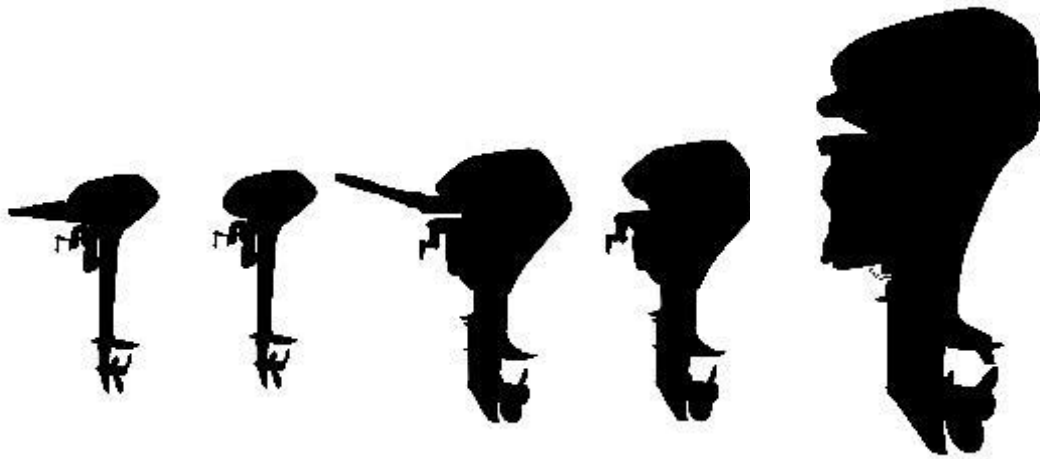
Product plan until FY2030 (Global)

Introduction of first battery EV in  
**FY2024**

Battery EV lineup

Powertrain ratio

Introduce **5** models



# Clean Ocean Project

**SUZUKI CLEAN-UP THE WORLD CAMPAIGN 2021**

## Clean-up the World Campaign

12,881 participants total from 2010

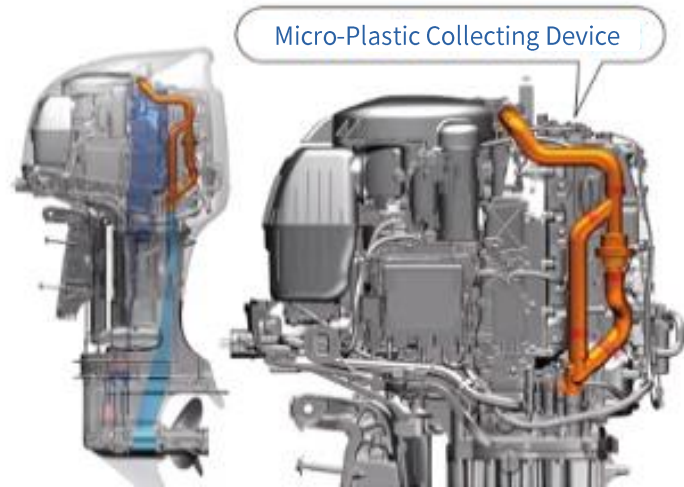


Plastic packaging reduction  
23 tons total reduced from 2020

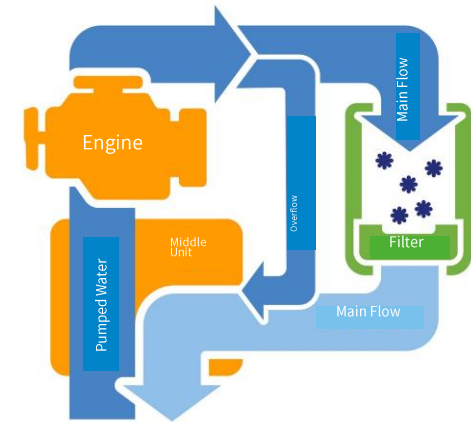


## Micro-Plastic Collecting Device

Standard equipment on 5 models from July 2022



Micro-Plastic Collecting Device diagram



# Carbon Neutrality | Investments Related to Electrification

## 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



# Carbon Neutrality | Electric Mobility Product Lineup



Solving  
social issues

Customer  
needs

New market



Lifestyle support with  
**Small Mobility**



# Carbon neutrality of domestic plants

**FY2035**

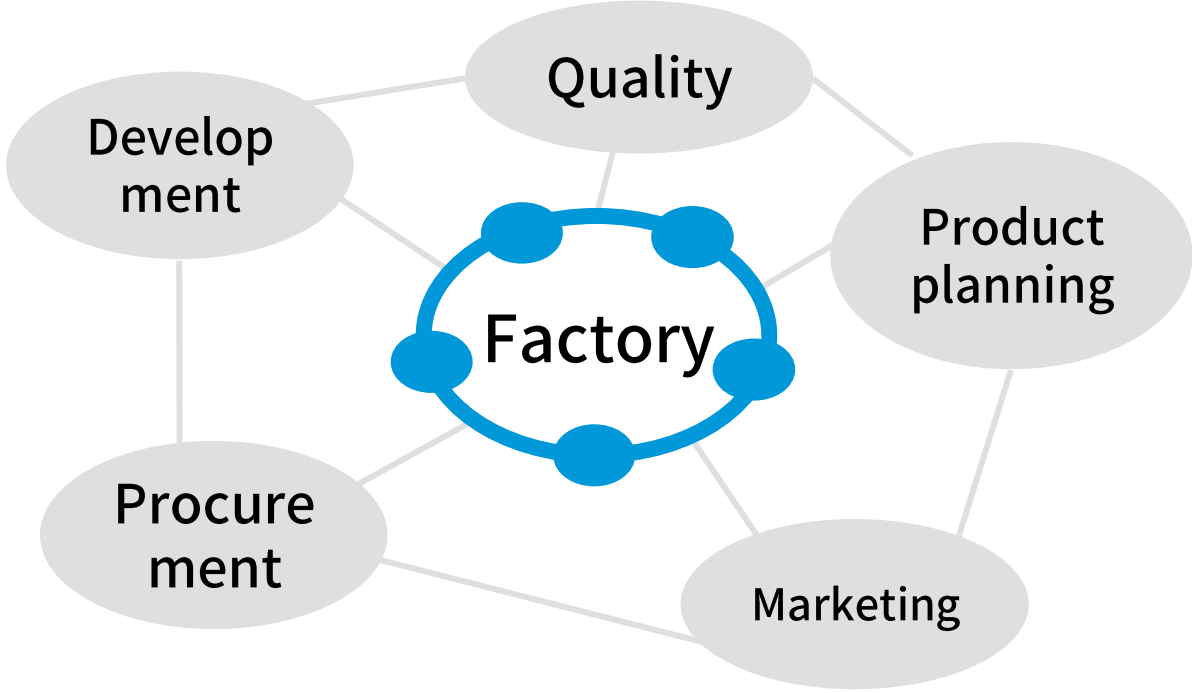
CO<sub>2</sub> emission reduction  
+ Provide value-packed products and services to customers

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

**Promote digitalization**

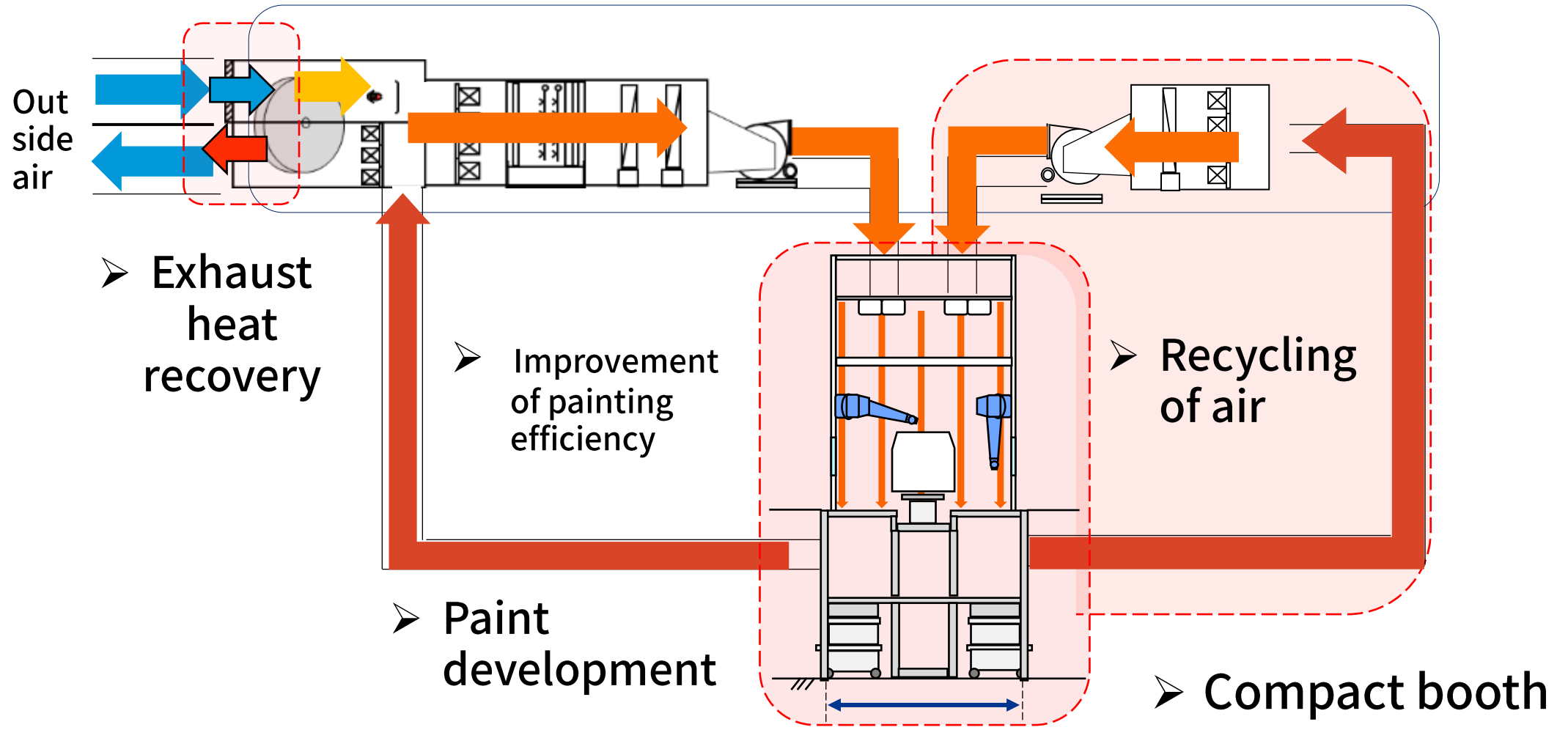
Lean      Increase product value

## Strengthen data linkage among departments





Reduce CO<sub>2</sub> emission from paint shop by 30% from FY2016 to 2025



# Promote carbon neutrality of plants



Wind power generation



Solar power generation



Hydrogen generator

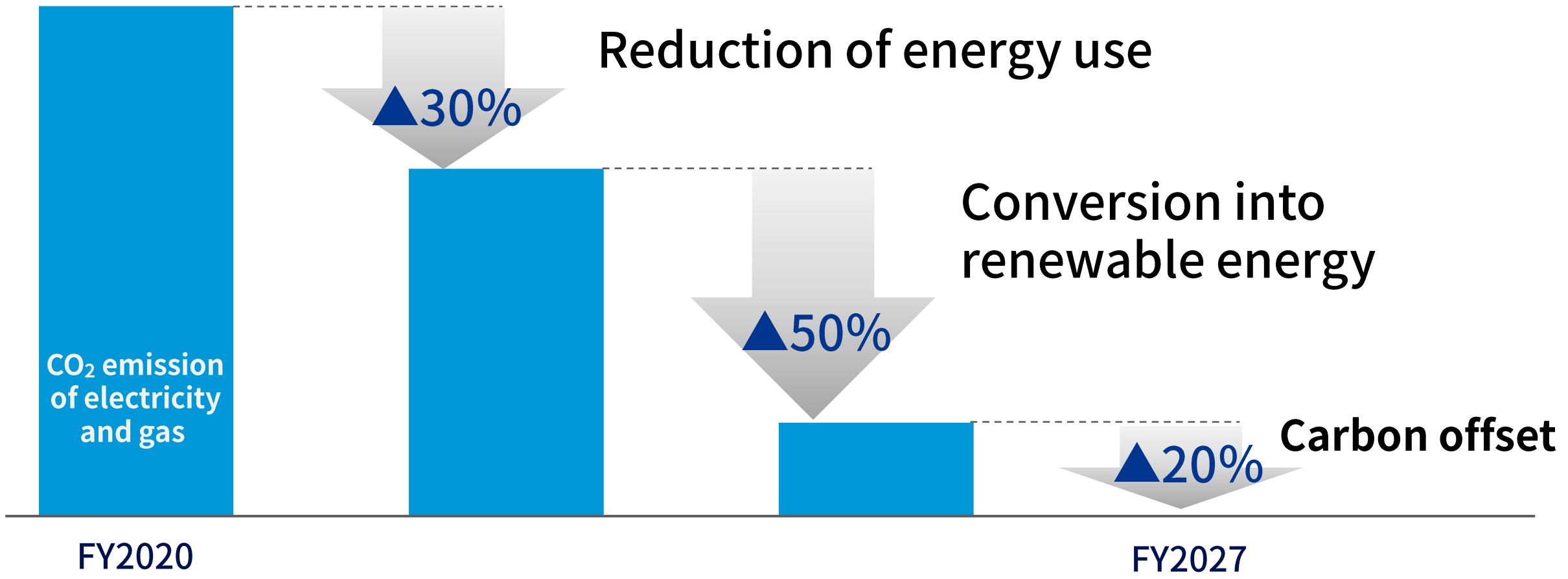


Fuel cell transporter

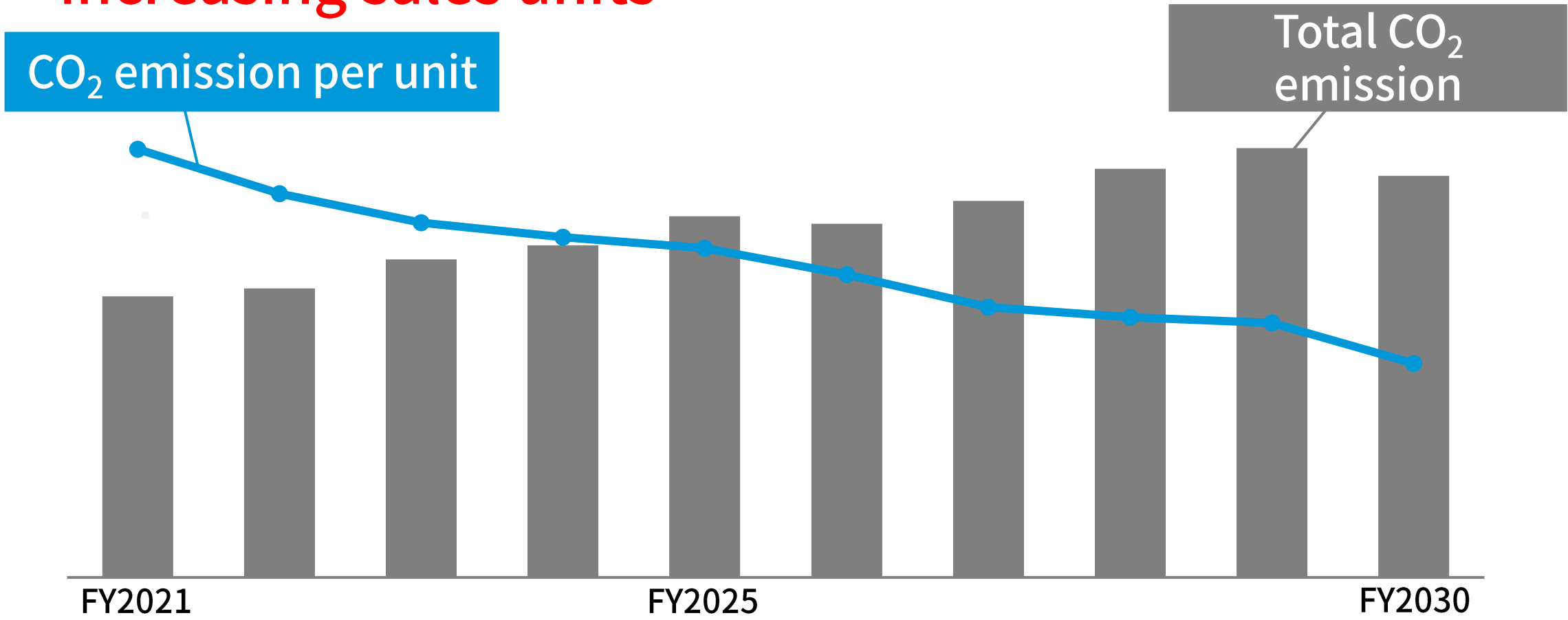


Hydrogen burner:  
Painting process, etc.

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

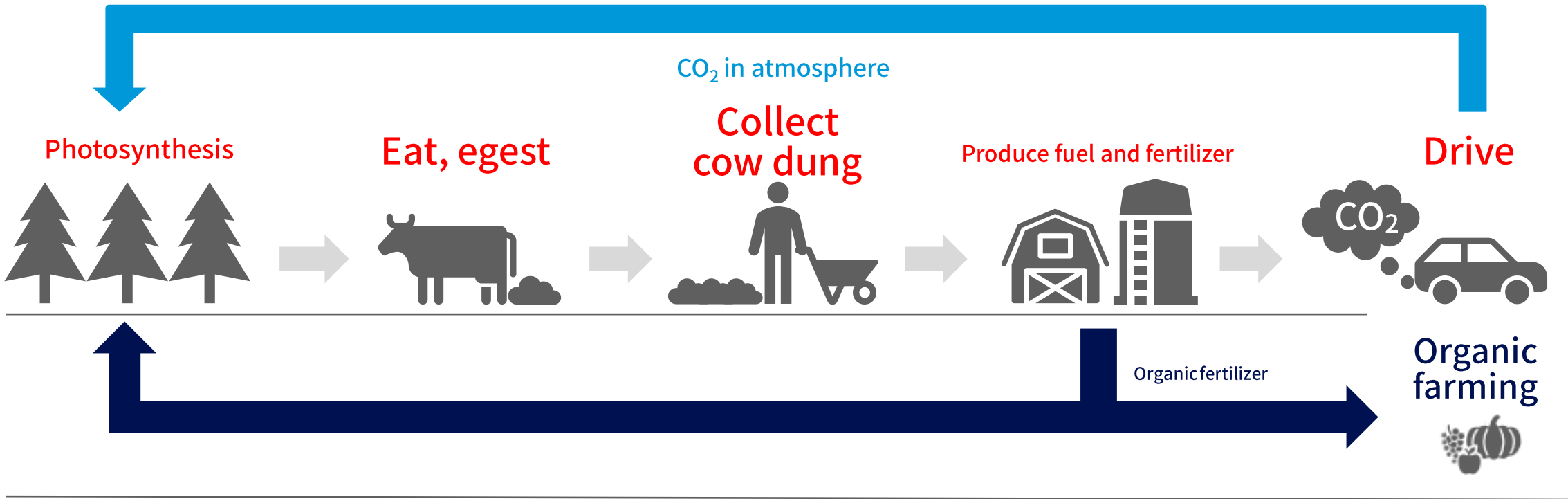


# Challenge for reduction of CO<sub>2</sub> emission while increasing sales units



## 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)



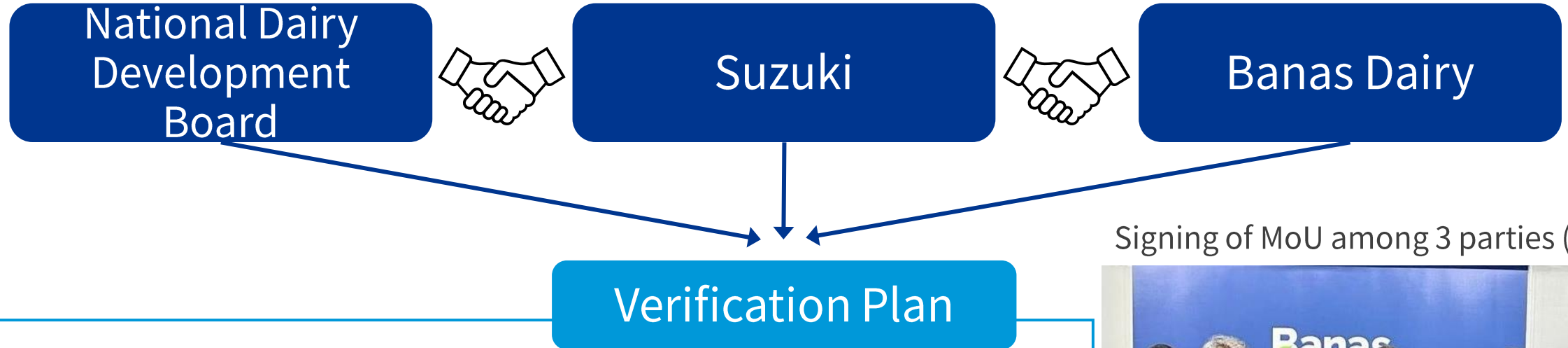
Fujisan Asagiri Biomass LLC. (Japan)



# Carbon Neutrality | Biogas Verification Plan

December 2022

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



Location: Banaskantha, Gujarat, India

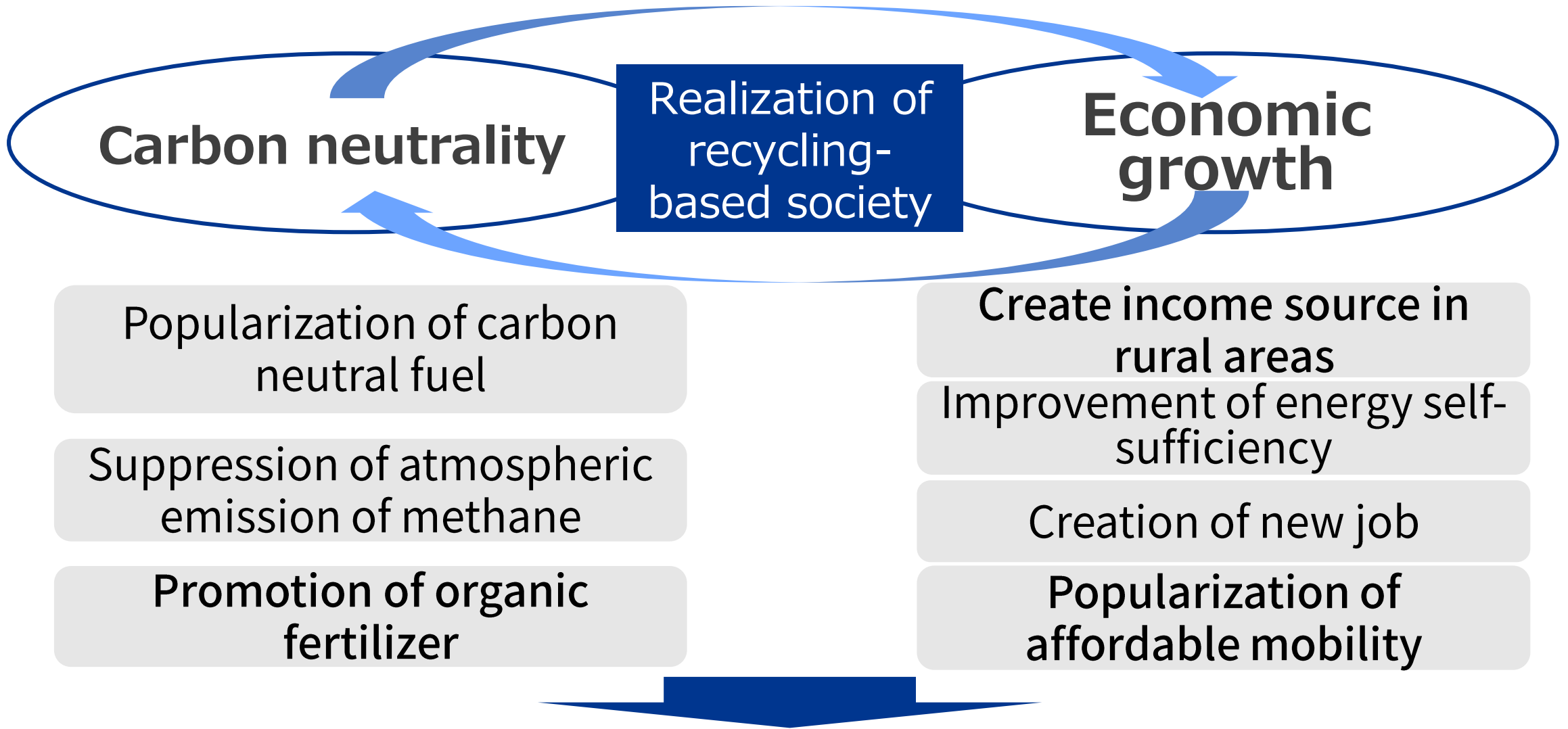
Scale: Biogas production amount approx. 1,500kg/day

≡ fuel supply for approx. 500 units of CNG cars

Schedule: Start operation from mid 2024

Signing of MoU among 3 parties (India)



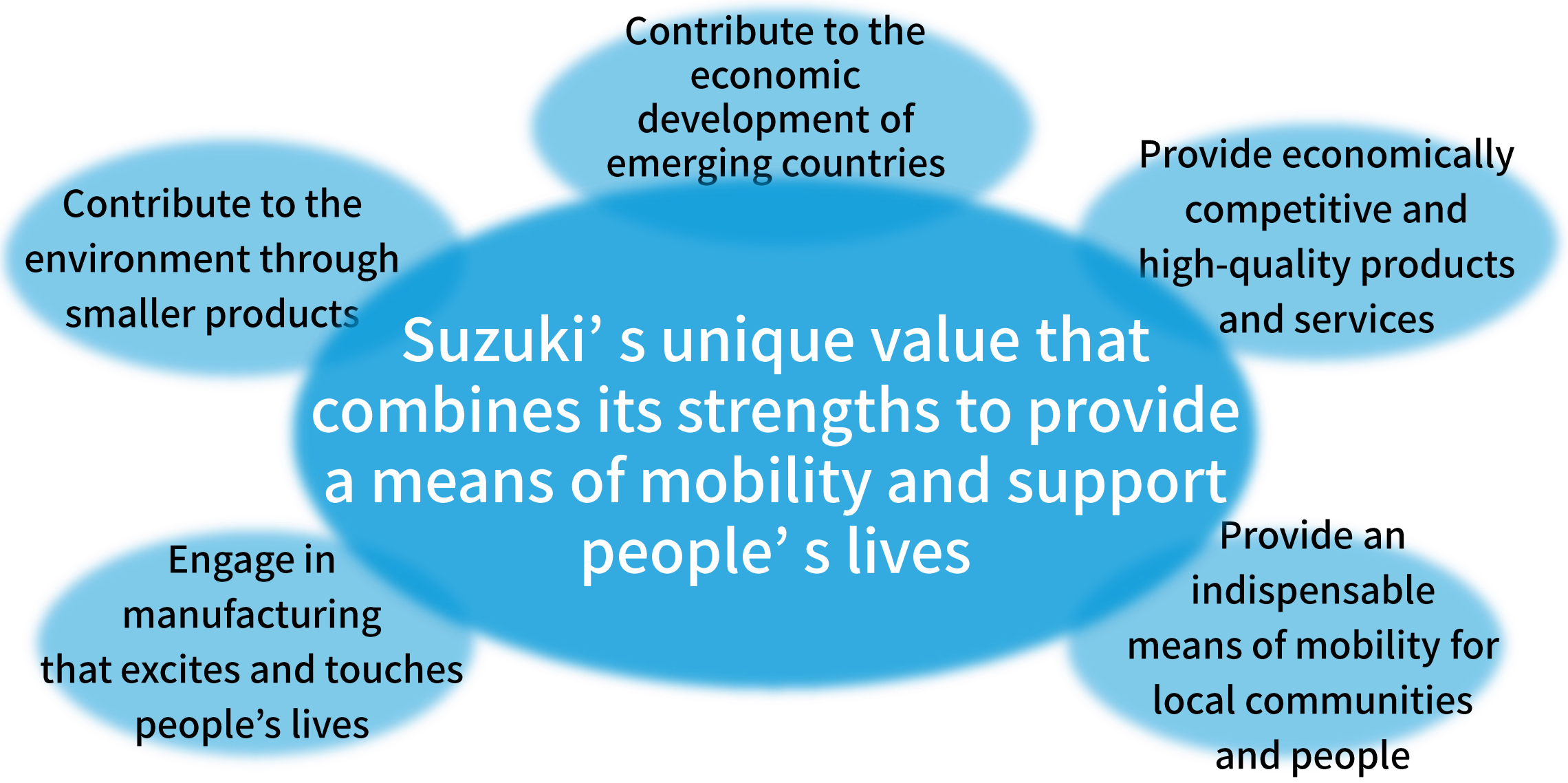


Contribute to Suzuki's stakeholders throughout the world



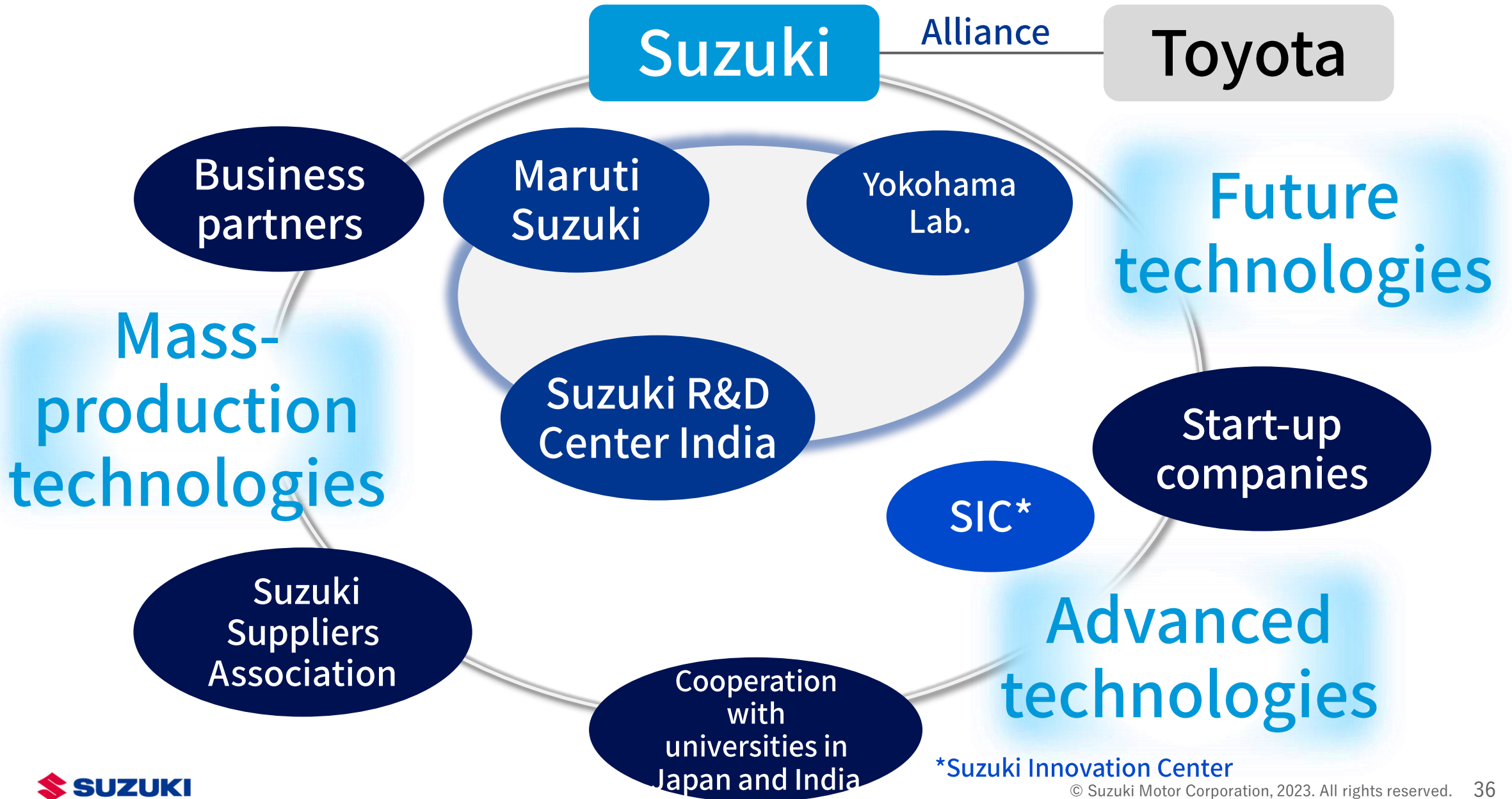
# 3. Resources

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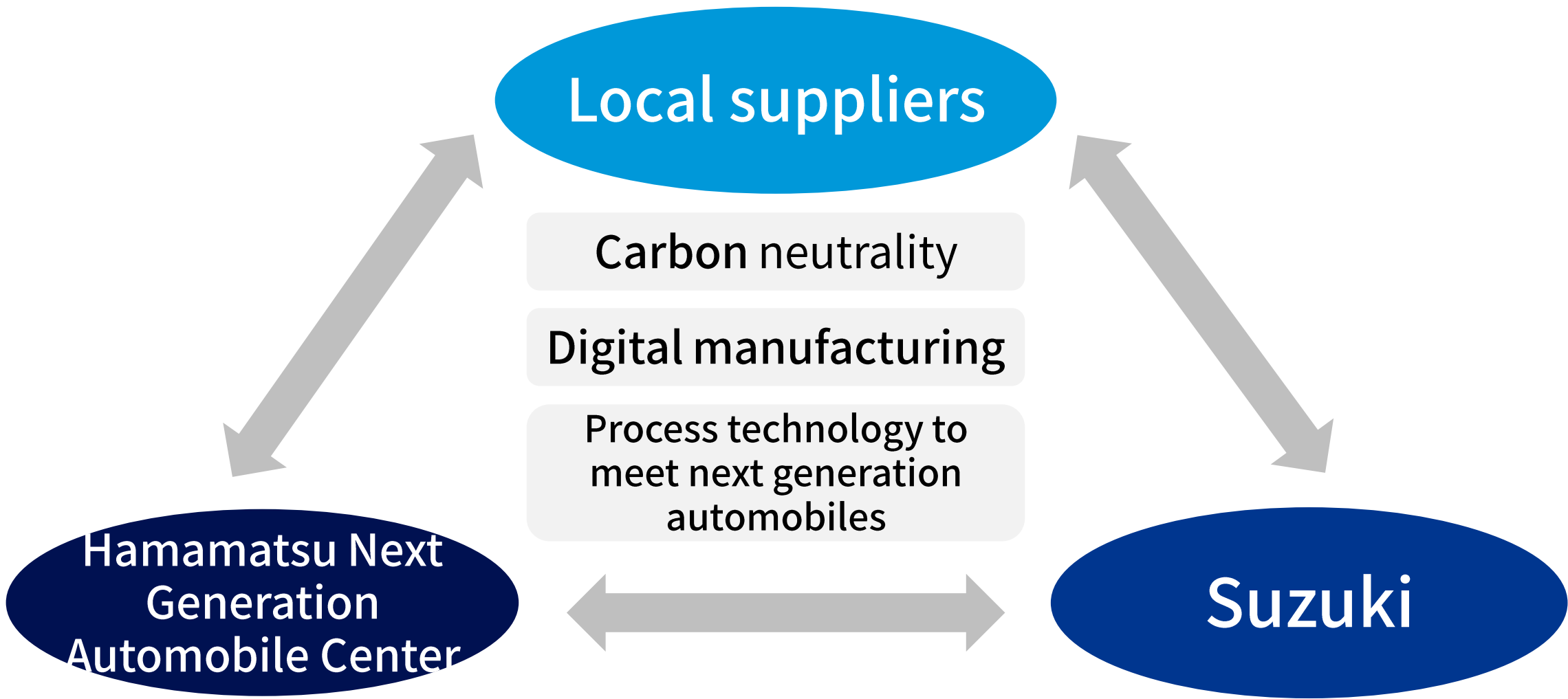


# Resources | Direction of Product and Technology Development





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,  
CO<sub>2</sub> 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

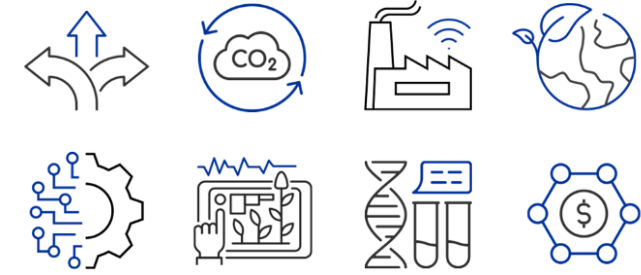
Business expansion in  
emerging countries

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



# Resources | Co-creation with Start-up Companies



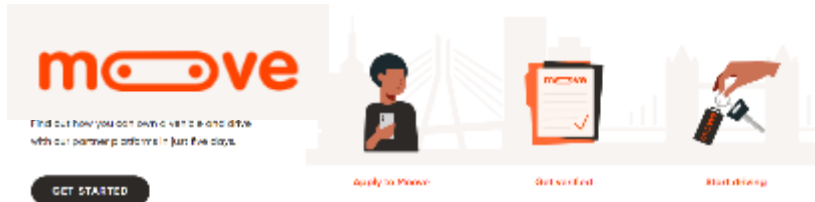
## Applied EV



# Suzuki Global Ventures



## Power X





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

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# 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

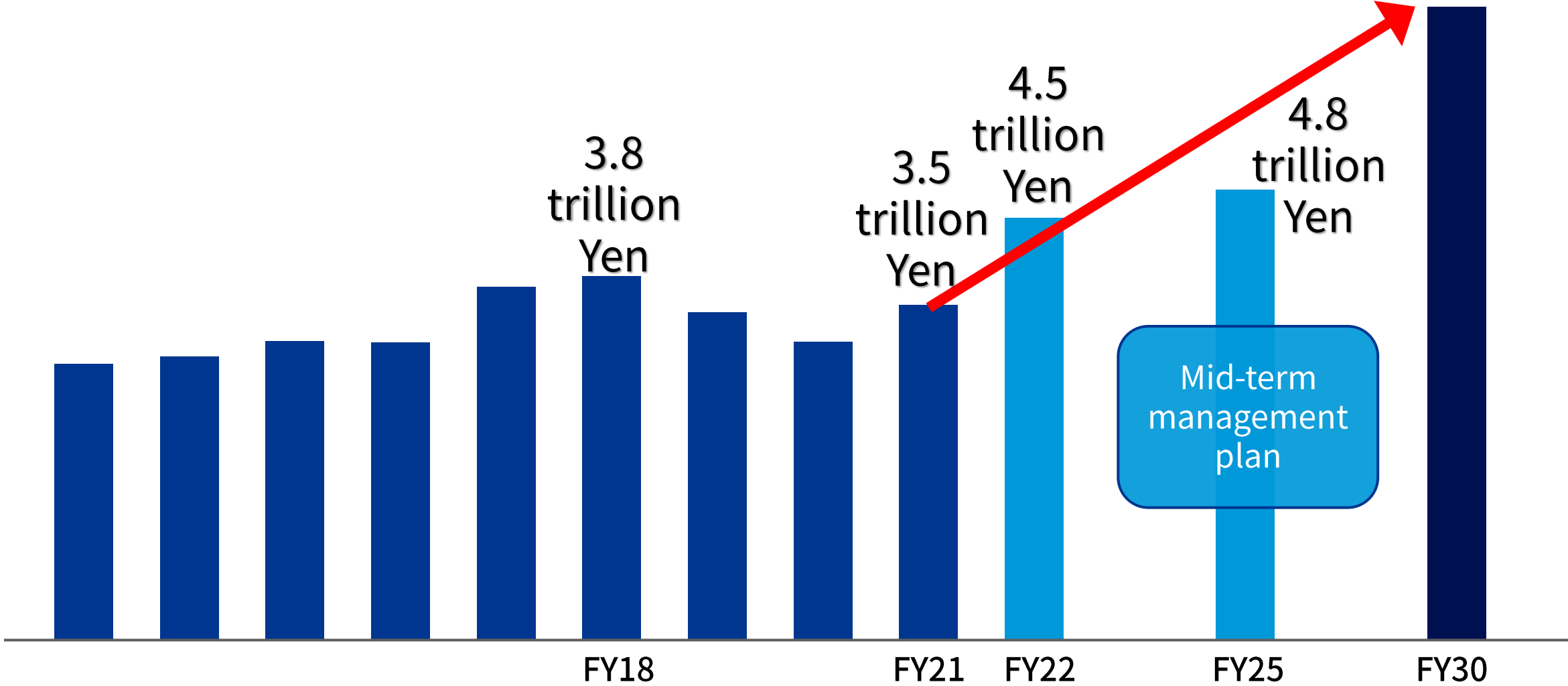
CASE

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)

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 自己の向上にとつとめ常に  
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



