



**IR Presentation**

**August 25, 2023  
SUZUKI MOTOR CORPORATION**

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# **1. Mid-Term Management Plan & Growth Strategy for FY2030**

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Suzuki celebrated its 100th anniversary in March 2020. Over the past 100 years, we have taken on many challenges, including looms, motorcycles, automobiles, and outboard motors. Suzuki will continue to take on the challenge to realize carbon neutrality and in such a course, the philosophy of "Sho-Sho-Kei-Tan-Bi" which represents the basis of Suzuki's manufacturing since its foundation, is truly worthy of this challenge.

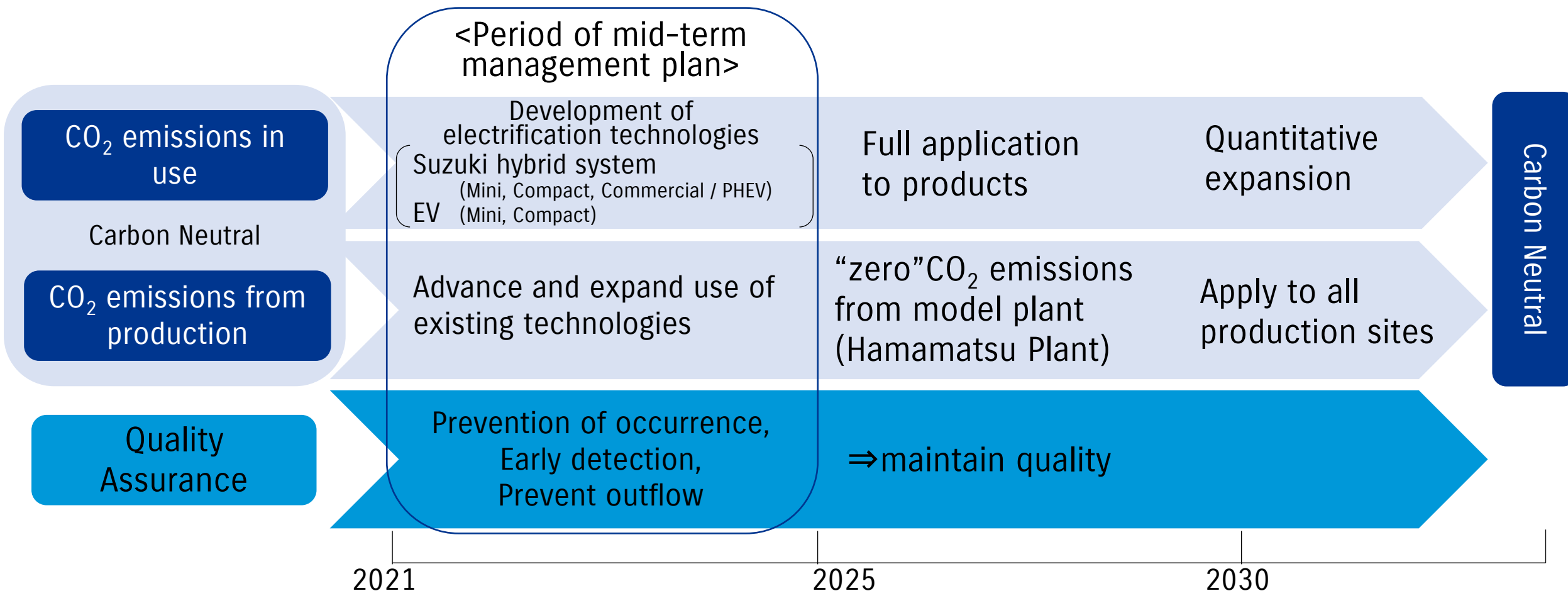
We reaffirm the unwavering commitment to "Focusing on the customer" inherited from our founder, and we will make even greater efforts to provide customers with the value of "Sho-Sho-Kei-Tan-Bi".

Toshihiro Suzuki, President and Representative Director

- Note 1: Suzuki announced Mid-Term Management Plan (April 2021 to March 2026)~“Sho-Sho-Kei-Tan-Bi”~ on Feb. 24, 2021.  
2: "Sho-Sho-Kei-Tan-Bi" is an abbreviation for Japanese meaning “smaller” “fewer” “lighter” “shorter” and “neater”. Over the years, it has become an accepted expression of Suzuki's mind and culture.

## Medium- to long-term business image

- In the global trend toward carbon neutrality, we clarified our initiatives.
- Shift to electrification and software development requires greater emphasis on quality.
- Therefore, Suzuki puts top priority on the following three issues.



## Japan

- Maintain market share of 30%+ in mini segment
- Increase compact car sales by 50% (vs FY2020)

### Electrification

- Expand sales of models equipped with Suzuki Hybrid System
- Expand charging infrastructure to cope with future EV sales

### Strengthen sales capability

- Strengthen distributor function
- Update direct sales outlet, increase sales and service personnel
- Digitization for effective sales

### Enhance product lineup

- Enhance lineup of compact cars
- Strengthen preventive safety technology
- Continuous introduction of new models

### Production

- Flexible production operations to meet the changes in demand
- BCP administration of supply chain

## India

- Taking the initiative in promoting electrification required by society in response to environmental issues in India
- Maintain market share of more than 50% in passenger car segment

- Promote penetration of hybrids
- Introduce EV

- Increase number of rural small outlets, allocate circuit service car
- Develop demand in rural areas
- Increase sales efficiency through digitization

- Strengthen SUV segment
- Promote CNG cars

- Strengthen production capacity in line with the growth of the Indian market

## Deepening of alliances

### Cooperation in electrification

- Expand mutual supply of hybrid vehicles
- Promote use of batteries for hybrid vehicles produced in India
- Development of small EV platform

### Collaboration in Africa

- Market development
- Introduction of products from India and establishment of logistics and service systems

### Complementing products and components

- Enlarge mutual supply of vehicles and powertrain

Press Release July 21, 2021

News

Suzuki announced that the company joined the Commercial Japan Partnership (CJP) commercial vehicle project to accelerate their carbon neutrality initiatives in minivehicles through the dissemination of CASE technologies and services.

# Introducing EVs Globally

## ● EVs are one of the important solutions

- By leveraging alliance with Toyota, Suzuki will jointly develop compact platform exclusively for EVs.
- Timing and volume of actual launches will be determined by assessing market trends and the environment in each region.




World Premiere of Suzuki's EV Concept Model eVX

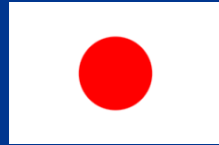
News

## ● Differences in government policies and environmental regulations in major regions



EU

- Stricter CO<sub>2</sub> regulations from 2025
- 
- Aggressive introductions of EVs ahead of other regions.



Japan

- Thermal power generation is the mainstay
- Insufficient charging infrastructure
- Government declared 2050 carbon neutrality



India

- Unstable power supply
- Thermal power generation is the mainstay
- Insufficient charging infrastructure
- Government declared 2070 carbon neutrality



# Realization of mini EV with affordable price

## ● Slow EV penetration in the Japanese market

- People feel that EVs are more expensive than petrol cars
- Range anxiety
- Insufficient charging infrastructure

## ● Mini vehicle customers

- Used as daily means of commuting in the suburban areas
- Family owning several mini vehicles is very often observed in suburban areas



## ● Our company's policy on mini EVs

- It is important to balance cost with range and equipment to introduce mini EV that can be accepted by customers, instead of introducing in haste.
- As EV price depends upon battery cost, we are looking forward to the decrease of battery price in the future.

## ● Commercial vehicle project “Commercial Japan Partnership(CJP)”

- Suzuki and Daihatsu announced that they joined the CJP in July 2021. News
- Collaboration among four commercial vehicle industry members with the leadership of Toyota to solve transportation challenges, and to achieve carbon neutrality in logistics through the implementation of CASE.

## ● Main aims of CJP collaboration

- ① Improving logistics efficiency by building a connected-technology infrastructure that links the main arteries of logistics (truck logistics) with the capillaries of logistics (mini-commercial vehicles)
- ② Expanding from commercial vehicles to minivehicles the use of advanced safety technologies that contribute to safety and security
- ③ Cooperating on the use of technologies for the electrification of affordable, high-quality minivehicles that can be sustainably disseminated



- Suzuki, Daihatsu, Toyota, and Commercial Japan Partnership Technologies Corporation (CJPT) introduce mini-commercial van electric vehicles (BEVs) in FY2023 News
    - Contributing to last-mile electrification toward carbon neutrality
    - Since mini-commercial vehicles account for about 60% of the total commercial vehicle fleet, contributes significantly to the achievement of carbon neutrality if electrification advances.
    - Major issue in promoting the electrification of mini-commercial vehicles is the increasing burden on society as a whole, including the higher vehicle costs associated with electrification, the costs related to charging infrastructure, and the charging time (downtime: a period when vehicles and cargo are stopped).
- ▼
- To realize an affordable mini-commercial van BEV, CJPT will participate in the planning, and Suzuki, Daihatsu, and Toyota will jointly develop a BEV system suitable for mini-commercial vehicles by combining Suzuki and Daihatsu's know-how in manufacturing mini vehicles with Toyota's electrification technology.
  - The prototype of this mini-commercial van BEV was unveiled at an exhibition event to introduce initiatives by the Japan Automobile Manufacturers Association (JAMA) to achieve carbon neutrality in the automobile industry from May 18 to 21, on the occasion of the G7 Hiroshima Summit (the vehicle on display is a Daihatsu version).



Suzuki

## Motorcycles

**2 million sales units, Secure operating profit of 5% or more**

### Commonization

- Commonization of platform
- Attractive and diverse lineup

### Electrification

- Introduction of EV scooters

## Marine

**Net sales target ¥100 billion**

### Earnings increase

- Increase sales of large 4-stroke models (leisure use)
- 2 stroke models → 4 stroke (business use)

### Comprehensive brand recognition

- Promote Clean Ocean Project with customer participation

### New technologies

- New technologies including electrification
- Integrated vessel controls



## ● Battery Sharing Service for Electric Motorcycles

- Suzuki, ENEOS, Honda, Kawasaki Motors, and Yamaha Motor, established Gachaco Inc. to provide sharing services for common specification batteries for electric motorcycles and to develop infrastructure for sharing services.
- We will further contribute to the realization of a recycling-oriented society by providing a service for sharing common specification batteries for electric motorcycles.
- In October 2022, Gachaco launched a battery sharing service in Tokyo.
- In April 2023, Suzuki started a demonstration test using the e-BURGMAN electric scooter in Tokyo.



The e-BURGMAN electric scooter

The logo for Gachaco, featuring the word "Gachaco" in a bold, sans-serif font. The "G" is stylized with a green and yellow gradient, while the rest of the letters are in a dark grey color.



# Management performance targets

(Announced in February 2021)

		FY2020 Result	FY2021 Result	FY2022 Result	FY2025 Target
Performance	Net Sales	3.1782 trillion yen	3.5684 trillion yen	4.6416 trillion yen	4.8 trillion yen
	Operating profit margin	6.1%	5.4%	7.6%	5.5%
Shareholder return	ROE	9.2%	9.0%	11.2%	8.0%
	Payout ratio	29.8%	27.6%	22.0%	30%
Investment	R&D	146.2 billion yen	160.7 billion yen	205.6 billion yen	1.0 trillion yen/5 years (200.0 billion/year)
	Capital Investment	170.9 billion yen	189.4 billion yen	269.9 billion yen	1.2 trillion yen/5 years (240.0 billion/year)
Global sales	Automobiles	2.57 million units	2.71 million units	3.00 million units	3.7 million units
	Motorcycles	1.54 million units	1.63 million units	1.86 million units	2.0 million units

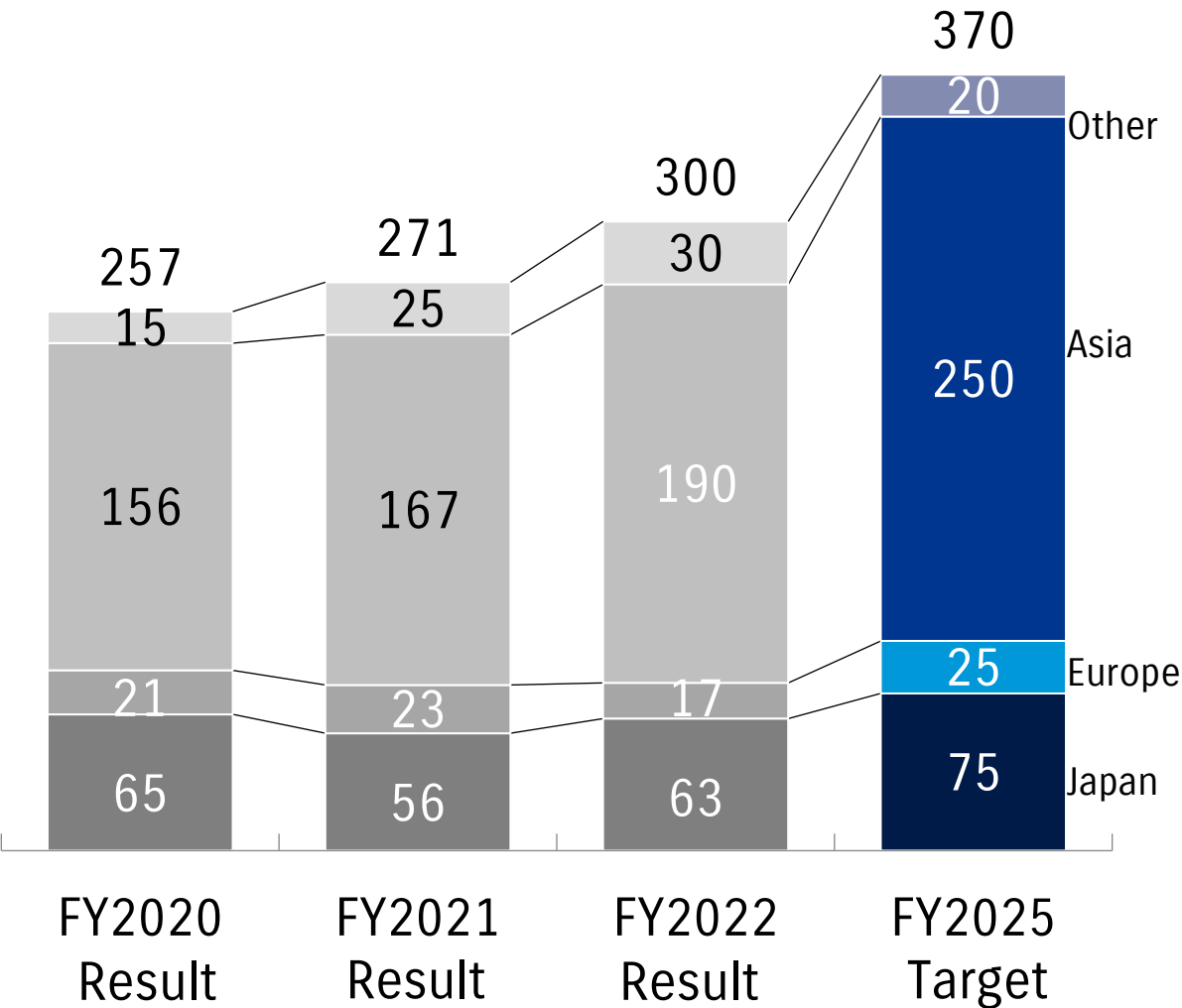
Note. Exchange rate assumptions ... US \$1 = 104 yen, 1 Euro = 124 yen, 1 INR = 1.42 yen

# Global sales target

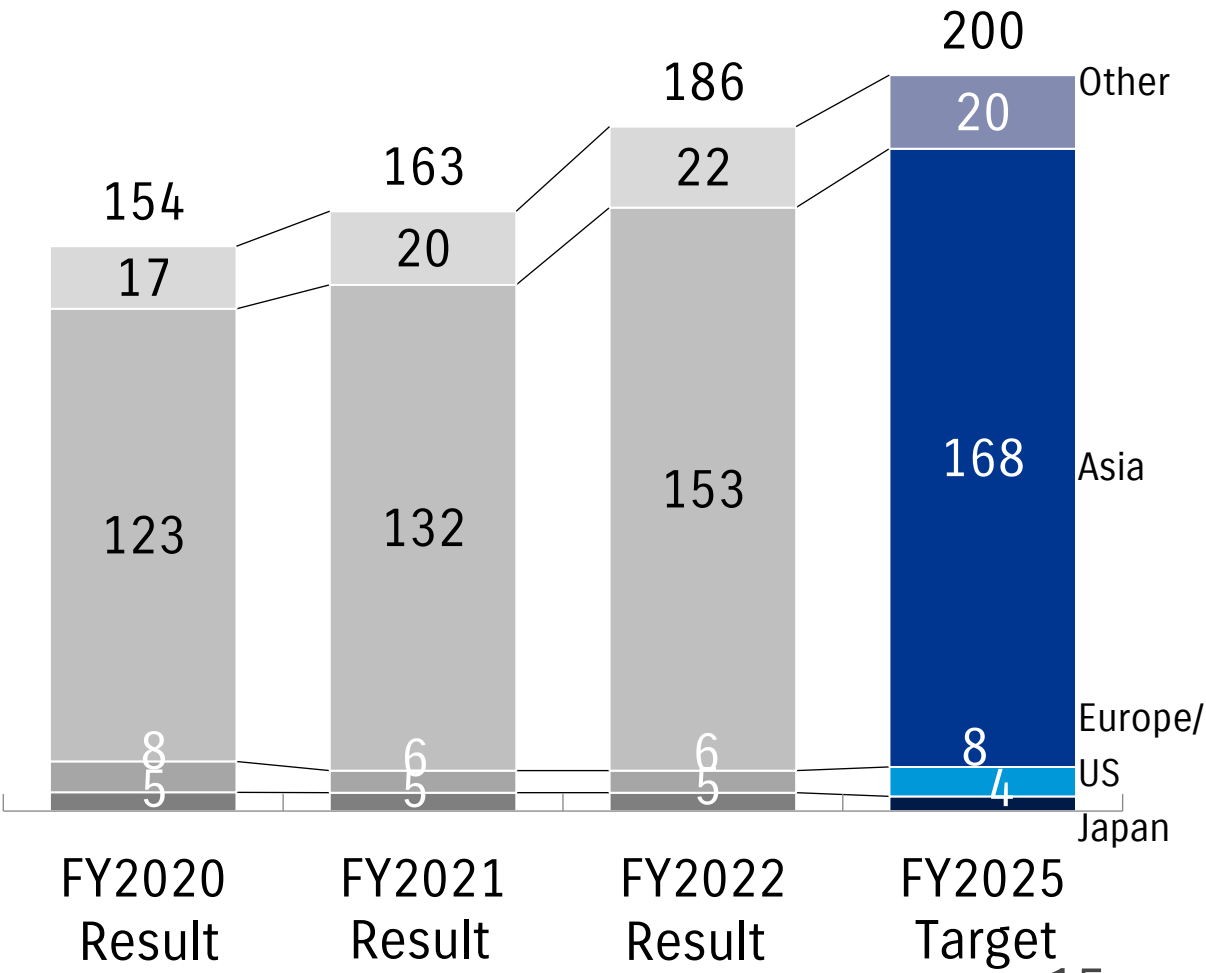


(Announced in February 2021)

<Automobiles> (10,000 units)



<Motorcycles> (10,000 units)



## Mission Statement

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

Three Actuals  
(Place, Thing,  
Situation)

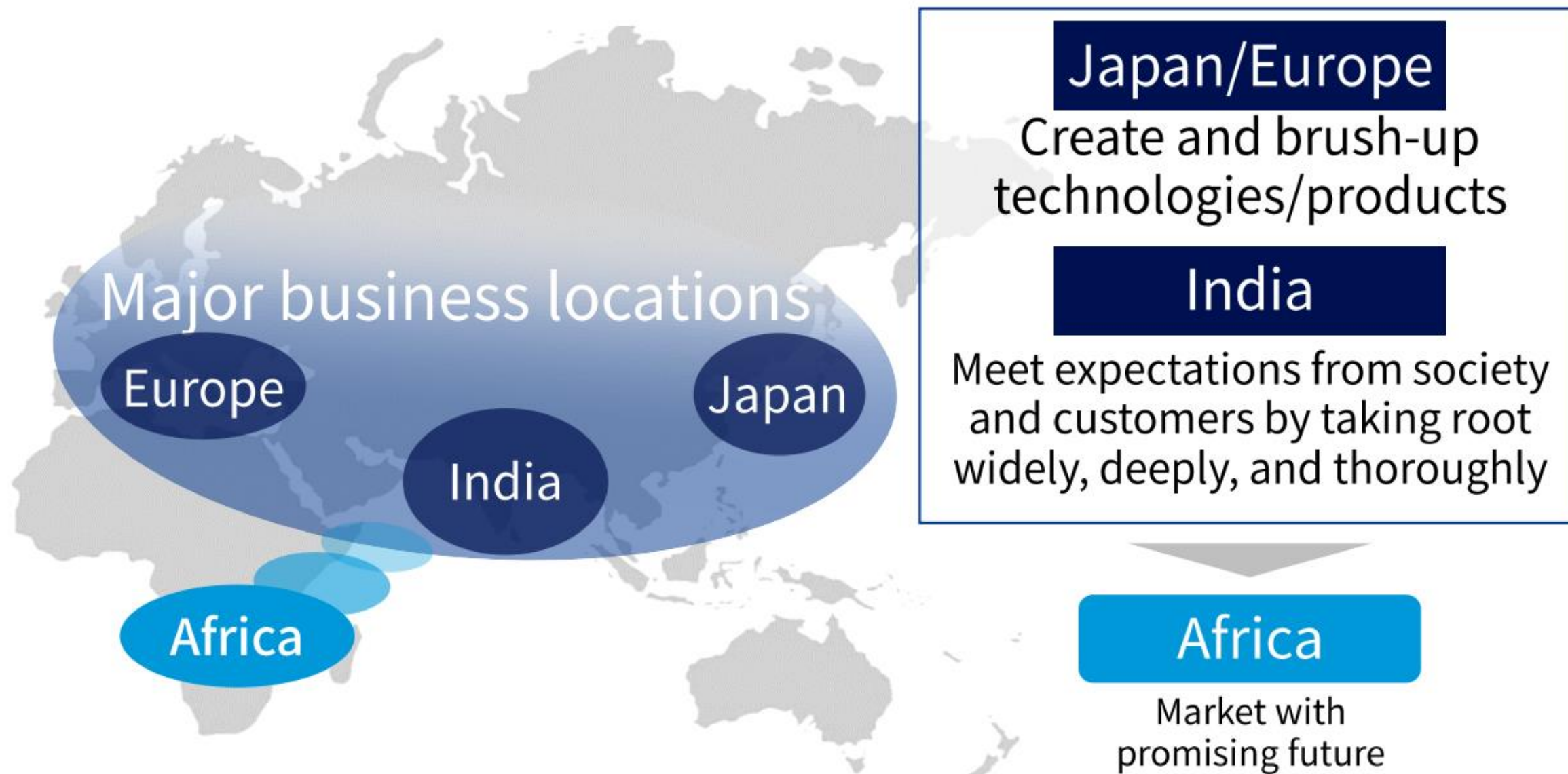
社は  
お客様のお立場になって  
価値ある製品を作ろう  
二、協力一致清新な会社を  
建設しよう  
三、自らの向上につとめ常に  
意欲的に前進しよう



Lean  
Management

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

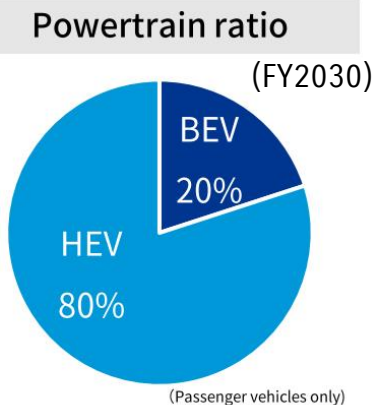
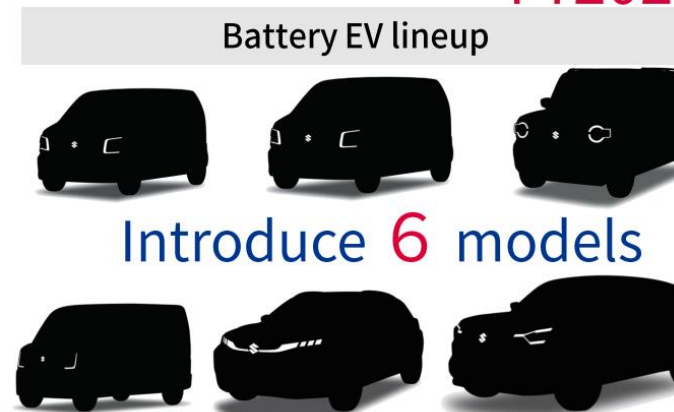
## Philosophy of Conduct



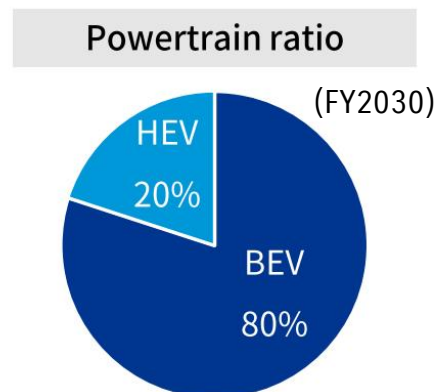
## Carbon neutrality achievement goals



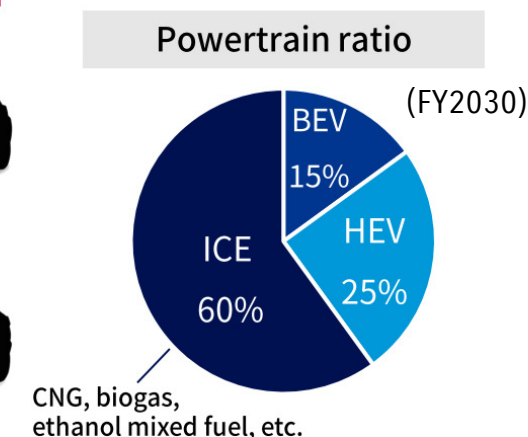
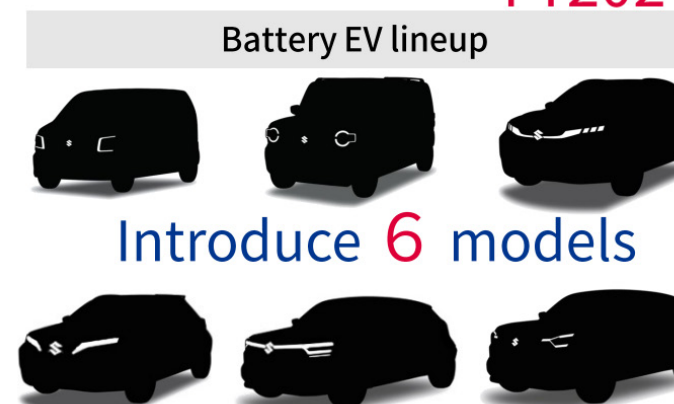
### Japan Introduction of first battery EV in FY2023



### Europe Introduction of first battery EV in FY2024



### India Introduction of first battery EV in FY2024





## Product plan until FY2030 (Global)

### Motorcycles

Introduction of first battery EV in  
**FY2024**

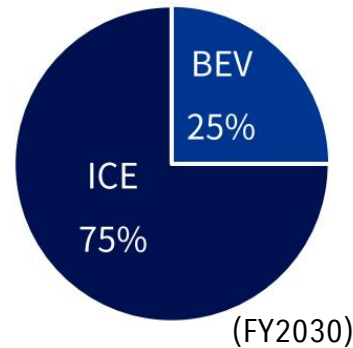
Battery EV lineup



Introduce **8** models



Powertrain ratio

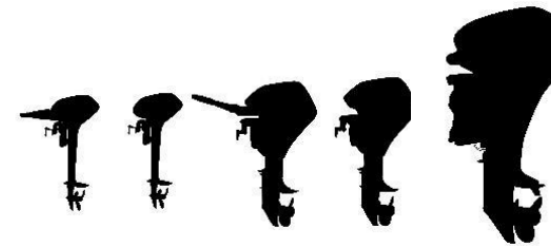


### Marine

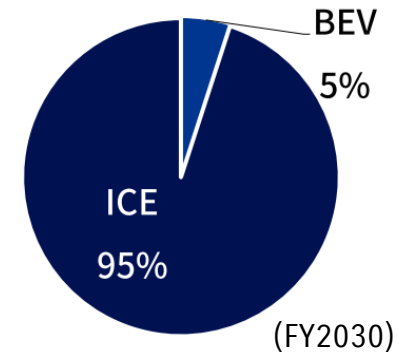
Introduction of first battery EV in  
**FY2024**

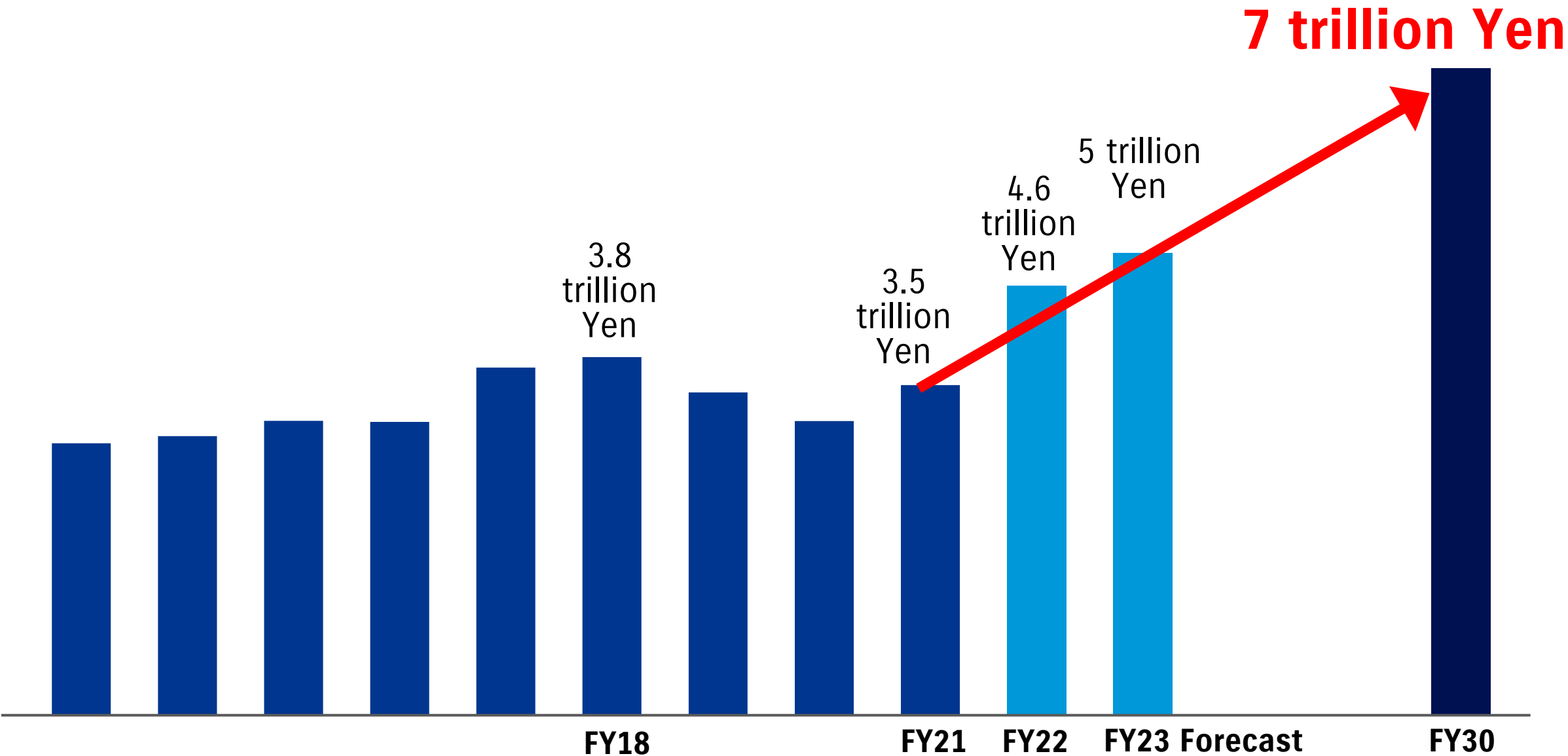
Battery EV lineup

Introduce **5** models



Powertrain ratio





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))

## 2. ESG

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# Suzuki's Efforts for Solving Social Issues



**Penetration of environmentally friendly vehicles**  
Provide high-quality and inexpensive means of mobility



**Business in emerging countries**  
Contribute to social and economic development



**Penetration of welfare equipment**  
Provide mobility to wider range of customers



**Penetration of microplastics collecting system**  
Preserve the beautiful ocean



**Participation in CJP**  
(Commercial Japan Partnership)  
Solve transport sector issues  
Realization of a carbon-neutral society



**Evolution of Connected Technologies**  
A safer and more enjoyable driving experience

**SUZUKI connect**

**Advance preventive safety technology**  
Reduce number of victims of traffic accidents





# Development of Next-generation Technologies

## ● Connected Cars

- In addition to Japan and India, Suzuki launched connected cars in Europe in August 2022
- We plan to expand the services to other countries and regions by 2030, while examining the needs of customers in each market, trends in local telecommunications infrastructure, and the viability of business cases.
- In March 2023, Suzuki and Smart Drive launched SUZUKI FLEET, a connected service for corporations.

## ● Hydrogen Engines

- In May 2023, Kawasaki Motors, Suzuki, Honda and Yamaha Motor received approval from the Ministry of Economy, Trade and Industry for the establishment of "Research Association for Small Hydrogen Mobility Engines (HySE: Hydrogen Small mobility & Engine technology)" with the purpose of basic research on hydrogen engines for small mobility.

[News](#)

## ● Capital Investment

- In order to enhance research and development facilities for next-generation mobility, Suzuki signed a basic agreement with Shizuoka Prefecture and Makinohara City on the development of an area next to the Sagara Plant.

## ● Autonomous Driving Technology

- Hamamatsu City, Enshu Railway, BOLDLY and Suzuki conduct a "Hamamatsu Autonomous Driving Yaramaika Project". We strive to realize an autonomous driving service that operates on regular schedule as an alternative mode of transportation to the discontinued bus routes in the Shonai district of Hamamatsu City.
- In the third demonstration test in May 2022, we verified the usability of the car as a service car, such as booking a ride via the internet, opening and closing automatic doors, and the use of a three-dimensional map for autonomous driving, which enables the car to run in an environment without white lines on the road.



## ● Suzuki's Subscription Service

- In January 2022, Suzuki launched the “Suzuki Flat-Rate Car”, a subscription program of pre-owned Suzuki cars.
- Suggesting a new way to purchase products with a fixed monthly price, including car insurance, in an effort to capture a segment of online buyers that Suzuki has yet to catch
- In February 2023, Suzuki launched the “Suzuki Flat-Rate Car 7”, a subscription program of new Suzuki cars.



## ● Maruti Suzuki's Subscription Service

- Maruti Suzuki partnered with Miles Automotive Technologies to launch a subscription program called “Maruti Suzuki Subscribe”(<https://www.marutisuzuki.com/subscribe>)
- In February 2023, Maruti Suzuki Subscribe adds SMAS Auto Leasing as their 5th partner (Orix, ALD Automotive, Quiklyz by Mahindra Finance, Myles and SMAS Auto Leasing) News
- Providing mobility solutions that are easy to use and do not involve long-term spending for customers who want to shift from public transportation and shared mobility solutions to their own cars as the environment changes

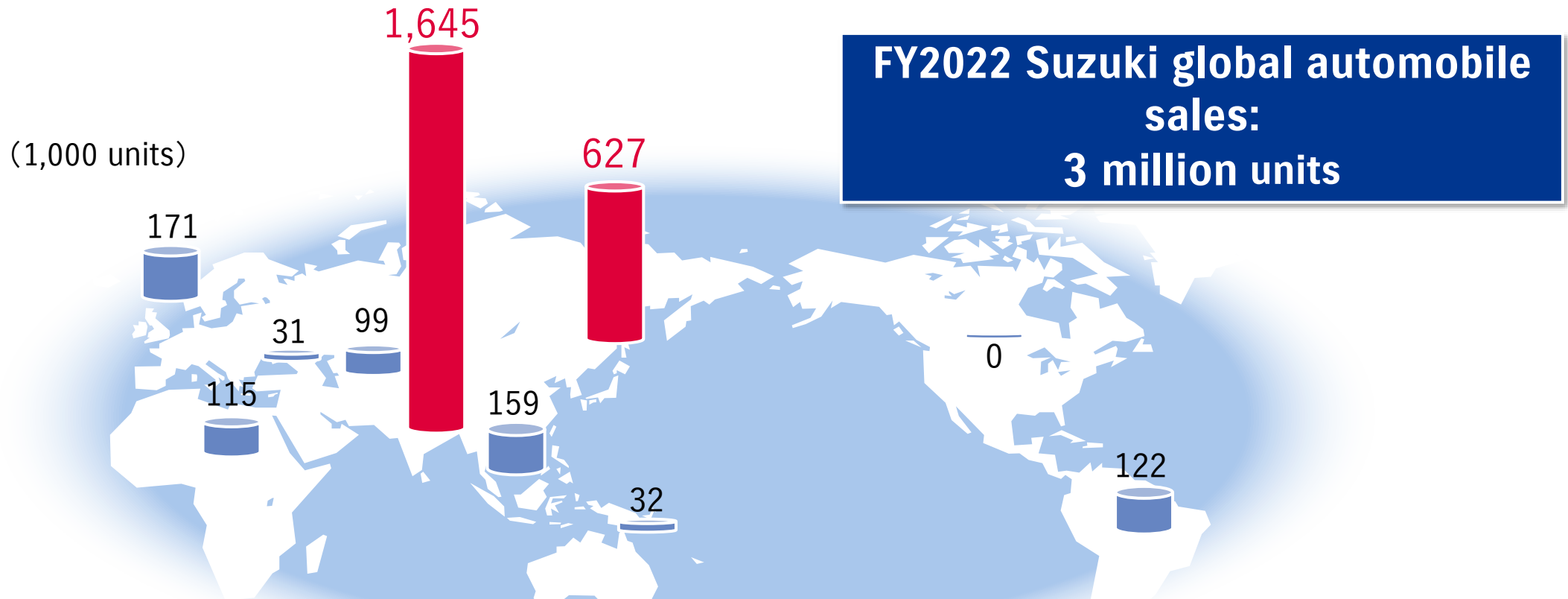


- President's message, Mission Statement and Principles of Conduct
- Growth Strategy for FY2030
- Value Creation Process
- Suzuki Group's Basic Policy Regarding Human Rights, etc.



- Includes ESG activities with detailed data

- **Compact cars make significant contribution to the environment** than larger cars\*
- Improvement of **fuel efficiency of compact cars widely accepted** in the emerging countries with **rapid population growth**, is the key to environmental issue



**Wide use of fuel-efficient compact cars ⇒ Solution to global environmental issue**

\* Less fuel consumption at the time of use, as well as less environmental load in raw material and production, and less use of parking space, less road load, etc.

- Toward achieving the Suzuki Environmental Vision 2050 and Milestone 2030, we will place our efforts to accomplish “Suzuki Environmental Plan 2025”. [News](#)
- Attention must be paid to the future movement of carbon pricing and carbon tax.



## ●Reducing CO<sub>2</sub> emissions in use of products

Reducing CO<sub>2</sub> emissions amount in use of products

Product	Plan 2025	Milestone 2030	Vision 2050
Automobiles [ Well to Wheel ]	-30%	-40%	-90%
Motorcycles	-15%	-	-
Outboard motors	-15%	-	-

Note: Compared to FY2010

- Electrification (HEV, EV, etc.)
- Weight reduction
- Expanding sales of CNG vehicles
- Expanding sales of ethanol-blended fuel vehicles

## ●Reducing CO<sub>2</sub> emissions from business activities

Reducing CO<sub>2</sub> emissions from business activities

Product	Plan 2025	Milestone 2030	Vision 2050
Production	▲ 25% * 1	▲ 45%* 3	▲ 80%* 3
Others	-		
Logistics	▲ 9% * 2	-	-

Note: Compared to FY2016

\* CO<sub>2</sub> emission per \* 1 production \* 2 revenue \* 3 sales unit

- Promotion of energy conservation at plants and offices
- Visualization of CO<sub>2</sub> emissions
- Expansion of solar power generation
- Promotion of railway transportation (modal shift)
- Horizontal deployment in the supply chain



- In April 2020, Suzuki became a signatory to the Task Force on Climate-related Financial Disclosures (TCFD) in support of its intent.
- Suzuki identified business risks and opportunities.
- Identified anticipated impact and differences between the “4°C scenario and the “1.5°C/2°C scenario”.



● Suzuki's climate-related risks and differences in impact by scenario

Key risks (examples of anticipated impact) *Underlined items represent particularly significant risks			Differences in impact	
			4°C scenario	1.5°C/2°C scenario
Transition risks	Policies, regulations, and technologies	(1) <u>More stringent CO2 and fuel efficiency standards for automobiles</u> (Payment of fines, loss of sales opportunities, etc.)	No change	Increase
		(2) <u>Implementation or reinforcement of carbon tax and other systems</u> (Increase in operating costs, etc.)	No change	Increase
	Reputation	(3) Changes in consumer preference and investor behavior (Decline in corporate value, etc.)	No change	Increase
Physical risks	Chronic	(4) Rise in the average temperature (Increase in energy costs, etc.)	Increase	No change
		(5) Changes in water resource risk (Disruptions in the supply chain, increase in production costs, etc.)	Increase	No change
	Acute	(6) More frequent and intensifying natural disasters (Business sites sustaining disaster damage, suspension of business activities, etc.)	Increase	No change

● Details of particularly significant risks, creation of opportunities, and status of Suzuki's response

	Risks	Opportunities	Status of Suzuki's response
(1) More stringent CO2 and fuel efficiency standards for automobiles	<ul style="list-style-type: none"> <li>● Loss of market share due to being slow in adopting carbon neutral technologies (electrification and other) and responding in terms of costs</li> <li>● Increase in investment in development of carbon neutral technologies</li> <li>● Increase in investment in production facilities for carbon neutral technologies (batteries, etc.)</li> <li>● Payment of fines and loss of sales opportunities due to regulatory non-conformance</li> </ul>	<ul style="list-style-type: none"> <li>● Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO2 throughout their life cycle</li> <li>● Capturing sales opportunities by developing electrified vehicles and carbon-neutral fuel-compatible vehicles at affordable prices</li> <li>● Contributing to sustainable economic development by leading electrification and carbon-neutral fuel compatibility in India and emerging countries</li> </ul>	<ul style="list-style-type: none"> <li>● Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact Evs</li> <li>● Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.)</li> <li>● Deepening alliance with Toyota Motor Corporation</li> <li>● Launching a biogas demonstration project in India</li> </ul>
(2) Implementation or reinforcement of carbon tax and other systems	<ul style="list-style-type: none"> <li>● Increase in investment in production facilities that implement carbon neutral technologies</li> <li>● Increase in operating costs due to carbon tax, emissions trading, Carbon Border Adjustment Mechanism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Extending energy-saving technologies that leverage the benefits of “Sho-Sho-Kei-Tan-Bi” to Group companies and business partners</li> <li>● Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting ongoing CO2 reduction measures</li> <li>● Creating carbon neutral energy</li> <li>● Procuring renewable energy-derived electricity in India</li> </ul>

Strong hybrid system



48V SHVS mild hybrid system



Sales unit of automobiles equipped with hybrids

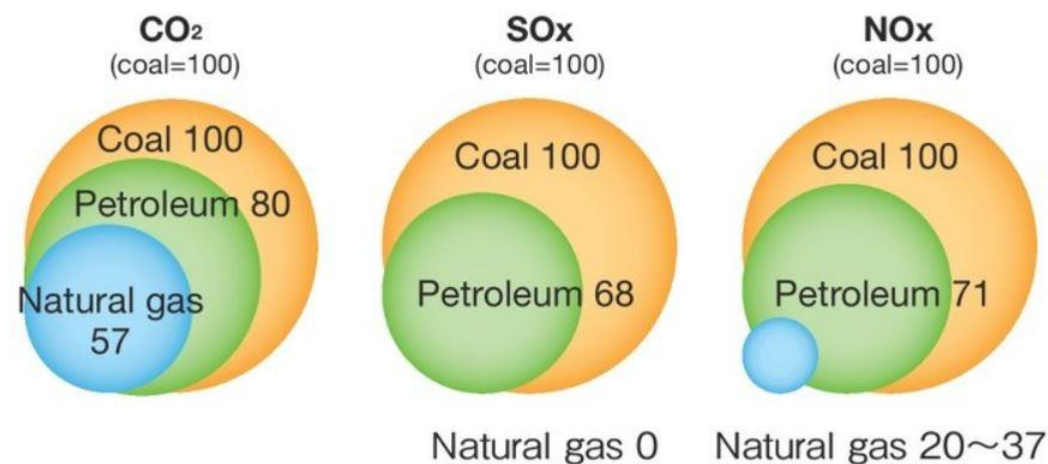
(Thousand units)

	FY2020			FY2021			FY2022			1Q FY2023		
		HEV*	HEV ratio		HEV*	HEV ratio		HEV*	HEV ratio		HEV*	HEV ratio
Japan	647	338	52.3%	561	290	51.7%	627	324	51.7%	148	70	46.9%
India	1,323	118	8.9%	1,365	135	9.9%	1,645	296	18.0%	422	66	15.6%
Europe	206	154	74.9%	225	194	86.2%	171	156	91.2%	54	49	90.7%
Others	395	5	1.3%	556	7	1.3%	557	24	4.3%	108	7	6.5%
Total	2,571	615	23.9%	2,707	626	23.1%	3,000	800	26.7%	732	192	26.2%

\*Hybrids include mild hybrid, S-Ene Charge, and SHVS. Hybrid sales in Others are units exported from Japan and India.

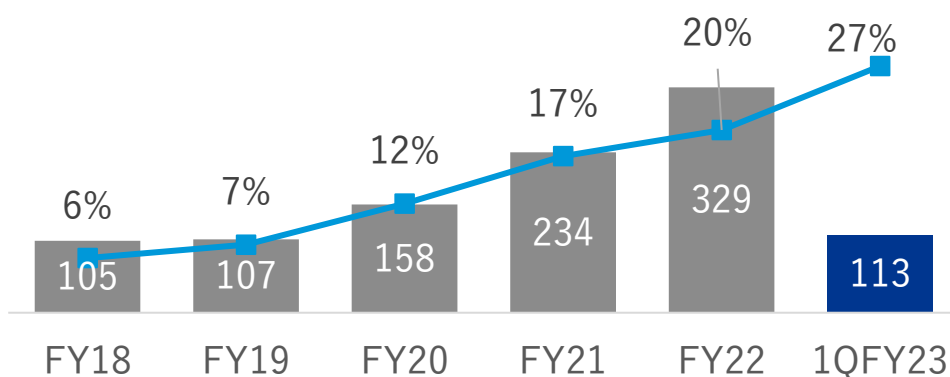
- Maruti Suzuki offers extensive lineup of affordable, low-CO<sub>2</sub> CNG models
- CNG are set for 17 out of a total of 21 models, including commercial vehicles (as of 11 Aug. 2023)
- Maruti Suzuki's share of CNG vehicles is **79%** (1QFY23)
- Ratio of CNG vehicles within models with CNG variants is **30%** (1QFY23)
- Government of India also advocates the use of CNG vehicles to achieve carbon neutrality
- Minister of Petroleum and Natural Gas & Housing and Urban Affairs Shri Hardeep S. Puri stated that as compared to 2014 when there were about 900 CNG stations, currently the number of CNG stations have crossed 4,500, and will be ramped up to 8,000 in the next two years.

## Comparison of Gas Generated during Combustion



Source: The Japan Gas Association ([https://www.gas.or.jp/pdf/en/Outline\\_of\\_the\\_JGA\\_20210707.pdf](https://www.gas.or.jp/pdf/en/Outline_of_the_JGA_20210707.pdf))

Sales of Maruti Suzuki CNG vehicles in India (1,000 units),  
CNG vehicle ratio among Maruti Suzuki vehicles (%)



## Comparison of CNG and Gasoline Vehicles Wagon R LXI (O) 5MT

Variant	Price(Rs)	Fuel efficiency	Fuel Price	per 10,000km	
				Fuel cost(Rs)	CO <sub>2</sub> emission
Gasoline	554,500	24.35km/L	96.72Rs/L	39,721	974kg
CNG	644,500	34.05km/kg	73.59Rs/kg	21,612	805kg
Difference	90,000	-	-	-18,109	-169kg
Change				-46%	-17%

Note. Price ... as of 11 Aug. 2023  
Fuel price ... Delhi price as of 11 Aug. 2023

CO<sub>2</sub> emission ... Derived from the Fuel Consumption value as per equations from Ministry of Power SO 1072E dt 23rd April 2015.

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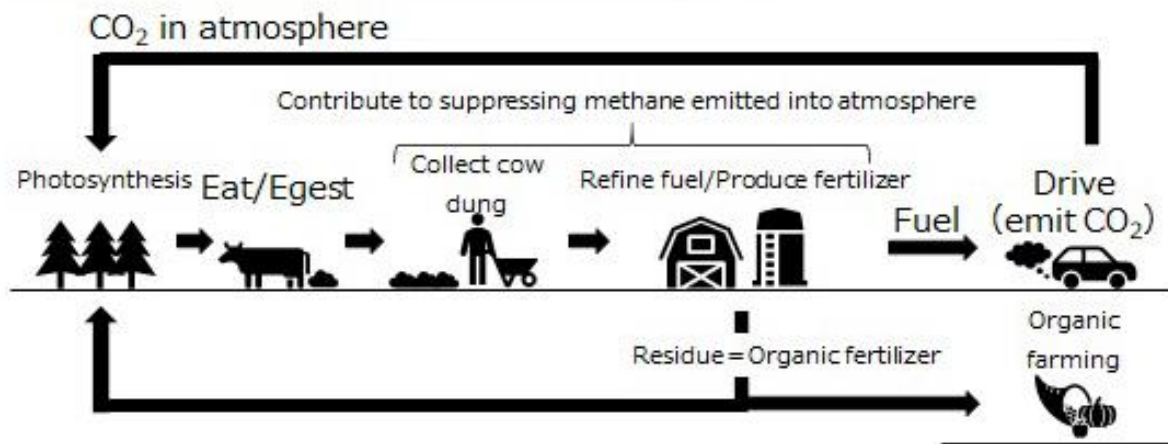
CNG Tank in the Wagon R trunk

## Contribute to the formation of a Carbon Neutral and Sustainable Society in India



- In Aug. 2022, Suzuki has signed a memorandum of understanding with the Indian government agency National Dairy Development Board (NDDB), to start a Biogas Demonstration Project. [News](#)
- Suzuki and NDDB will study business model for the future commercialization of biogas and its potential for widespread use, in view of establishing a joint venture.
- In Oct. 2022, Suzuki has invested in Fujisan Asagiri Biomass LLC.. Suzuki strives to contribute to the vitalization of the local community by using the cow dung to generate electricity and produce organic fertilizers. We will also utilize the knowledge and experience in our biogas demonstration project in India. [News](#)

### Overview of Biogas Project



### Effects

- Suppressing methane that has 28 times larger greenhouse effect than those of CO<sub>2</sub> emitted into atmosphere by artificially generating biogas from methane from grass-derived cow dung and refining fuel for automobiles
- As this fuel derives from CO<sub>2</sub> emitted into the atmosphere, this is a carbon neutral fuel.
- The residue from the biogas can also be used as organic fertilizer, contributing to the organic fertilizer promotion policy by the Government of India.
- Contribute to revitalizing rural communities, creating new jobs, recycling waste, improving energy self-sufficiency, and creating a recycling-oriented society



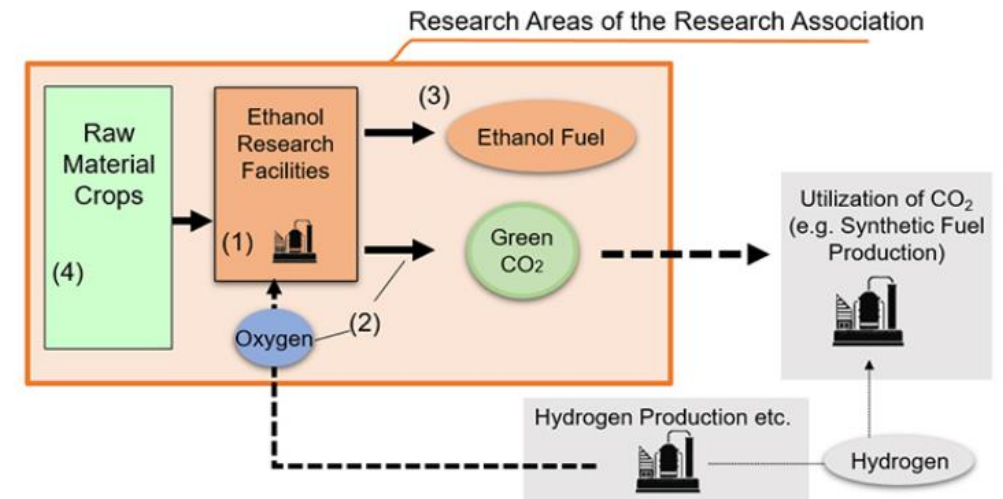
## ● Joining the Research Association of Biomass Innovation for Next Generation Automobile Fuels

- The research association established by ENEOS, Suzuki, Subaru, Daihatsu, Toyota, and Toyota Tsusho on July 1, 2022, to study ways to optimize the process of producing fuel. [News](#)
- The Research Association promotes technological research on the use of biomass, as well as the efficient production of bioethanol fuel for automobiles through the optimized circulation of hydrogen, oxygen, and CO<sub>2</sub> during production to achieve a carbon-neutral society.
- In October 2022, the research association signed a basic agreement with Okuma Town, Fukushima Prefecture on the location of businesses.
- In March 2023, Mazda joined this research association.



## ● Specific research areas

- (1) Research on Efficient Ethanol Production Systems
- (2) Research on Byproduct Oxygen, CO<sub>2</sub> Capture, and Utilization
- (3) Research on the Efficient Operation of the Overall System, including Fuel Utilization
- (4) Research on Efficient Raw Material Crop Cultivation Methods



### ● Japan

- In accordance with automobile Recycling Law enforced in January 2005, Suzuki has exercised its duty to collect and/or recycle shredder scraps (ASR\*), airbags, and freons of end-of-life vehicles.
- Vehicle recycling rate reached 99.3% in FY2021.
- Suzuki cooperates with other OEMs to establish mechanism to collect/properly dispose of used lithium-ion batteries.



### ● India

- Collection and recycling of used lithium-ion batteries is currently being promoted.
- Maruti Suzuki and Toyota Tsusho Group's vehicle scrapping and recycling unit commenced operations in India in Nov. 2021.
- Suzuki Motor Corp. signed MOU with the State of Gujarat, India in March 2022, to construct the second recycling plant, targeting the start of operation in 2025.
- Indian Government now examines scrap incentive scheme.

News

※Scrap incentive scheme includes following initiatives

Registration Fee ...Waiver of new car registration fee, Increase in the renewal of registration fee for vehicles more than 15 years (Effective Apr. 1, 2022)

Road Tax ...Up to 25% reduction upon purchase of new car (proposal from MoRTH)



\*Automobile Shredder Residue



## ● Suzuki to Expand Use of Electricity from Renewable Energy Sources in India

News

- In May 2022, SMG\*<sup>1</sup> became the first Suzuki Group company to procure electricity from renewable energy sources by utilizing the Off-site Corporate PPA\*<sup>2</sup> scheme.
  - The power generation facility (generation output: 17.6MW), which is a hybrid of wind and solar power was installed exclusively for SMG by ReNew Power Private Limited, a major renewable energy company in India. With this initiative, SMG expects to reduce CO<sub>2</sub> emissions by approximately 59,000 tons per year.
- In September 2021, MSIL expanded the solar power generation Facility (20MW) on the premises of the Manesar Plant, increasing the generation output to 26.3MW. With this expansion alone, MSIL expects to reduce CO<sub>2</sub> emissions by approximately 20,000 tons per year.



PPA for SMG (Provided by ReNew Power Private Limited)



## ● Adoption by NEDO\*<sup>3</sup> Project

News

- Yamanashi Hydrogen Company, Inc. and Suzuki Motor Corporation have announced that the project titled “Study on Conformity with Demonstration Requirements for Hydrogen Technology to Achieve Efficient Thermal Operation in Indian Factories (Haryana, India)” has been proposed and adopted as a feasibility study for “FY2022 International Demonstration Project on Japan's Energy Efficiency Technologies (Surveys of the Suitability of Demonstration Requirements)”, a public invitation by NEDO.
- The purpose of the project is to consider feasibility of structuring optimal thermal operation system in the plants through manufacturing hydrogen with Power-to-Gas (P2G) system by utilizing excess electricity in India.

Solar panels established above the stock yard of Manesar Plant



\* 1 Suzuki Motor Gujarat Private Limited   \* 2 Power Purchase Agreement   \* 3 Japan's New Energy and Industrial Technology Development Organization

### ●SDGs Initiatives

-Worldwide “SUZUKI CLEAN OCEAN PROJECT” based on three concepts

#### Global cleanup activities

- First held in 2010 and the accumulated participants is approximately 15,000 people

#### Reduce use of plastic packaging

- Accumulated reduction of plastic packing materials since October 2020 to June 2023: 42 ton

#### Collect Micro-Plastic waste

- Developed the Micro-Plastic Collecting Device for outboard motors. [News](#)
- Production began in July 2022 with standard equipment on 5 models: DF140BG, DF115BG, DF140B, DF115B and DF100C. [News](#)



Micro-Plastic Collecting Device





- Safety Support Car S Wide certification (certified by Japan's Ministry of Land, Infrastructure, Transport and Tourism) was awarded to following domestic models, including commercial vehicles.
- Safety Support Car S accounted for 98% of Suzuki passenger car sales (1QFY2023).



Collision mitigation brake

Safety Support Car S Wide

Dual camera brake support	Unintended start prevention	Lane departure warning
Reverse mode brake support	Unintended start prevention (rear)	High beam assist
Lane departure prevention	Adaptive cruise control	Preceding car departure notice
Weaving alert function	Traffic sign recognition	Camera for 360° view

### ● About “Keitora Ichi”

- Open air market using cargo bed of Mini Truck to display and sell local specialty, foods and other goods.
- Began in Shizukuishi, Iwata in 2005, and today more than 120 “Keitora Ichi” are held nationwide.
- Organizers are usually local business associations.
- Market is held at shopping streets suffering from attracting customers.
- Why using Mini Truck?
  - Height of cargo bed is most suited to display and sell goods.
  - Ease of setup and withdrawal by using truck as stall.
  - Most of farmers already have Mini Truck which can be used for the event.

### ● Effect of “Keitora Ichi”

- Contribute to revitalization of rural areas amid the increasing concentration of population in urban areas.
- Well spoken about as each market reflects regional characteristics.
- Revitalization of the entire shopping district by increasing the number of visitors.
- Helping solve the succession issue through revitalization.



October 16, 2022 Nagano City



- As part of CSR activities, MSIL, in partnership with Zydus Hospitals, announced a multi-speciality hospital equipped with state-of-the-art facilities at Sitapur, Gujarat on May 18, 2021.
- The hospital has been 100% funded by the Maruti Suzuki Foundation – a CSR initiative of Maruti Suzuki, with an amount of 1.26 billion rupees.

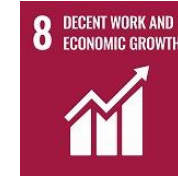


- Started with 50 beds, and now expanded to 120 beds.
- In the past, there were no general hospitals in the area, but now it is possible to provide emergency and specialized medical services.
- The hospital is also accepting COVID-19 patients and contributing to the fight against the pandemic.



### ● Human Rights Policy

- In December 2022, with advice from outside experts, Suzuki Group's basic policy regarding human rights has been established after a resolution by the Board of Directors.
- Suzuki upholds respect for laws, regulations and international norms regarding human rights, expresses commitment by top management to work on human rights due diligence.



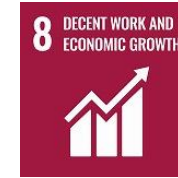
### ● Initiatives for suppliers

#### Conflict minerals

- A survey is conducted to identify smelters by tracing the supply chain using the format of the RMI (Responsible Minerals Initiative), an international framework, in order to confirm whether certain minerals (Tin, Tantalum, Tungsten, Gold) used in our company products have not become sources of funding for armed groups in conflict areas.
- In 2022, the survey was expanded to cover all products, including automobiles (previously only motorcycles and outboard motors for North America were covered).
- We will reduce above risks through the survey.

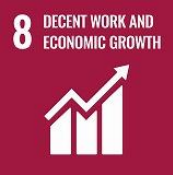
### Building consensus on respect for human rights with business partners

- In addition to presenting CSR guidelines to suppliers, each Suzuki Group company is concluding memorandum that will incorporate human rights provisions into existing supply purchase agreements.



### Survey regarding status of Foreign Workers

- Suzuki recognizes the risk of human rights infringement in the course of accepting foreign technical interns in Japan.
- Since 2022, with support from human rights NGOs, the following initiatives have been implemented to cope with this issue:
  - Conduct a questionnaire survey on the employment status of foreign workers  
→ It was identified that about 1/3 of our business partners accept foreign technical interns
  - Conducting a visiting survey of business partners with the NGO to check the situation in detail



## Employee communication

- Building harmonious relations based on mutual trust with labor unions
- We arrange frequent labor-management consultations to ensure that employee ideas are reflected in all of our departments, such as research and development, engineering, manufacturing, sales, etc.

## Initiatives by Maruti Suzuki India Limited

- Maintaining harmonious industrial relations to facilitate smooth plant operations and achieve competitive business goals, is the pivotal aspect.
- Holding periodical meetings between union, Managing Director, plant managers, human resources managers and other shop floor employees
- Organizing various initiatives where all employees participate such as a tour for the employee's families, and sports tournaments, etc.
- Conducting training in Japan for union members of Maruti Suzuki
- Thanks to these efforts, harmonious relations have been maintained, and no similar problems have occurred since the outbreak of riots in 2012.
- In the wage negotiations in FY21, Maruti Suzuki further promoted mutual understanding with the union and achieved an early conclusion, showed consideration for employees who are struggling due to pandemic.

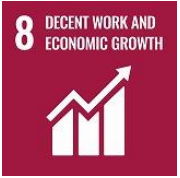


Frequency of periodical meetings in Maruti Suzuki

Meeting	Frequency	Aggregate Total People
Managing Director meeting with unions	3 per month	over 800
Top management (executive officers, plant managers, human resources managers) meeting with unions	3 per month	over 650
Top management (production and human resources) meeting with associates and supervisors	1 per month	over 300
Plant human resource managers & plant managers with unions	3 per month	over 900
Managing Director meeting with managers & above	4 per year	over 2,600

### ● Efforts to reduce working hours

- Stricter control of overtime hours based on total working hours
- Introduced flexible working hours to reduce late-night overtime
- Introduced interval norms to ensure rest time within working hours
- Set a day leaving without overtime for work-life balance



### ● Support system for work-life balance

- Introduced shorter working hours for employees who need childcare or family care
- Childcare leave and nursing care leave  
Percentage of men taking childcare leave in FY 2021 was 17.7%, that should be raised in the future.
- In addition to the existing "spousal leave," a new "birth leave" that can be taken at the time of the birth of a child, has been introduced.
- Seminar to support return of employees on childcare leave  
Held regular meetings for parents to exchange information on returning to work
- 99.3% return from childcare leave (male: 100%, female: 98.7%)
- In 2022, Suzuki was certified "Kurumin\*" by the Minister of Health, Labour and Welfare as a childcare support company.



### ● Efforts to create a better work environment

- Introduced "Obstetrics, Gynecology and Pediatrics Online" in April 2023 for the first time in the automotive industry, a service provided by Kids Public to promote the creation of an environment where employees can work with peace of mind.

\*The Ministry of Health, Labour and Welfare's program to recognize companies that actively support balancing work and childcare

## ● Action Plan based on the Act on Promotion of Women's Participation and Career Advancement in the Workplace

### ■ Target (From 1 April 2020 to 31 March 2025)

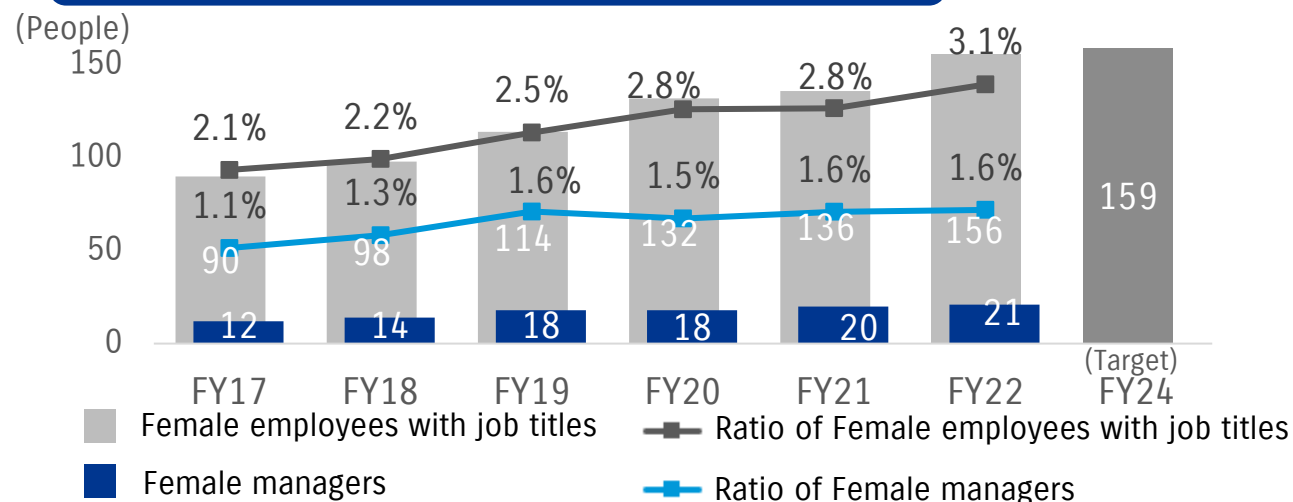
- ① Triple the number of female employees with job titles in 2025 compared to FY2015, before the enforcement of the Act on the Promotion of Female Participation and Career Advancement in the Workplace. (FY2015 Female Employees with job titles  $53 \times 3 = 159$ )
- ② Improve rate of paid annual leave taken by all employees, including managers, by 10% compared to FY2018 in 2025



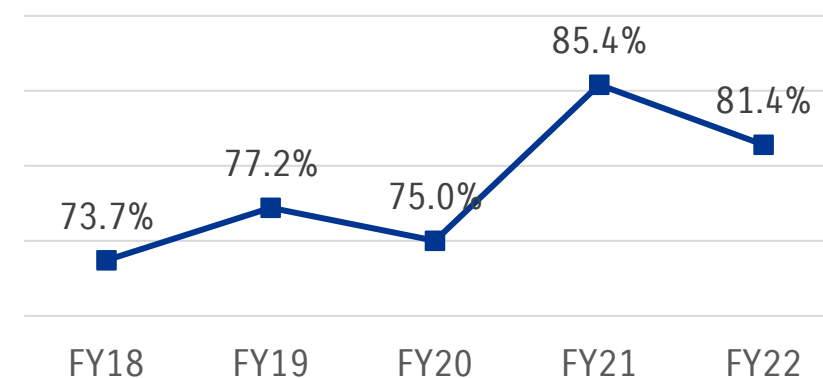
## ● Target for the Ratio of Female managers

- The ratio of women to all employees (12.4% in FY22) is set as the future target for the ratio of female managers to be achieved, and the FY25 target is set at 2.0%.

Number and Ratio of Female employees with job titles or managers



Paid Leave Utilization Rate





## Efforts to improve human resources

- Elimination of age restrictions on promotions and appointments
- Proper management span for some departments
- Review of the re-employment contract employee system
- Introduce a flexible personnel system and create an environment where employees can work with a sense of fulfillment

## Non-Territorial Office

- Trial introduced in some workplaces as part of work style reform
- Aim for effects such as increased communication, PJ optimization, space saving and cost reduction



## Review employee stock ownership

- Increase the incentive grant rate from 5.6% to 100% (maximum 10,000 yen/month)
- Special incentive grant of 50,000 yen (temporary measure)
- In addition to expanding employee benefits, holding stock is expected to foster a sense of management participation, motivate employees, and in turn, encourage company growth.



## Introduction of the selectable benefits program

- Introduction of cafeteria plans from Oct.2023
- Suzuki provides fair and diverse benefits.

## Introduction of food truck



- Trial at head office as part of work style reform
- Provide diverse meals to motivate employees

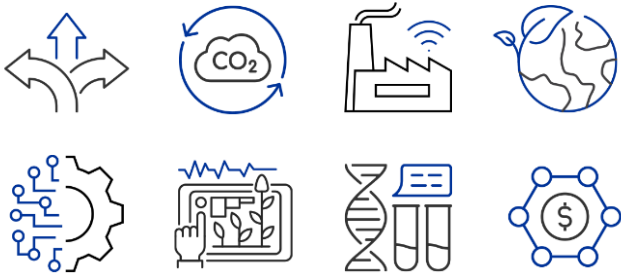
- Since June 2021, we have introduced a company-wide problem-solving method to identify the real cause of problems and improve the ability to solve them, thereby improving the problem-solving ability of each employee.
- We have sent young employees to start-up companies with the aim of broadening their horizons and knowledge and enhancing the external antenna of each employee.
- New fields, including CASE, are being worked on mainly in Japan, while existing fields are being transferred to India. For the purpose of advancing education of Indians even more than before, by having both Indian talents such as Maruti Suzuki and Japanese talents work together in their tasks, we are striving to improve the development ability in India and the overall competitiveness for Suzuki.
- We started sending employees to Silicon Valley in Sep. 2017 with the aim of learning the "venture spirit" of trying without fear of failure by learning the problem-solving method "design thinking". A total of 173 people have been sent 16 times so far.  
(Since the COVID-19 outbreak, we have conducted 10 more training sessions online for a total of 103 people.)
- The following initiatives are implemented to equip all employees, including executives and general managers, with digital objectives, literacy, knowledge and skills.
  - Management changes behavior rather than awareness (e.g., from paper materials to digital materials)
  - 50% reduction in indirect work using digital technology under the slogan "Simple Work!"
  - Renovation of line-of-business systems for data-driven management (introduction of ERP)
  - Conduct company-wide education to promote data utilization
  - Connect with our company at every customer point to meet customer needs
  - To speed up digitalization, we actively cultivate and assign internal digital talents to our organization



News1 News2



News



Suzuki Global Ventures

News



News



News

Find out how you can own a vehicle and drive with our partner platform in just five days.

GET STARTED

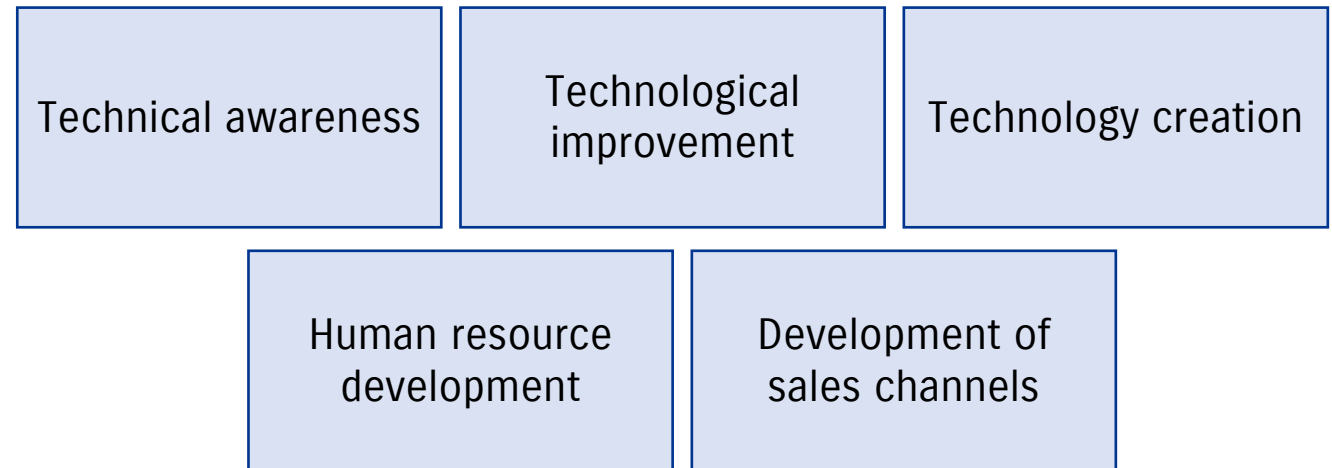
News

### ● Suzuki Suppliers Association

- Strengthening collaboration with co-op of Suzuki's Tier 1 suppliers

### ● Next Generation Automobile Center Hamamatsu

- Established within Hamamatsu Agency for Innovation in 2018
- This organization helps local small and medium parts manufacturers prepare for the CASE revolution.
- They have 5 ways to help develop components for next-generation vehicles.
- Suzuki cooperates with this center and other agencies to help build a backup system for local SMEs to enter the next generation industries.



5 ways to help develop components for next-generation vehicles

Suzuki takes steps to restructure the auto industry  
collaborating with local suppliers based in Hamamatsu



Suzuki Manner Improvement Activities



Educational session about Lake Hamana plastic waste



Forest conservation activities



Installation of solar panels at dealers



“Monozukuri (Art of Manufacturing)” Workshop



Track and field training program for children by the Suzuki Athlete Club



Online plant field trips for elementary schools



Motorized Wheelchair Safe Driving Training Program



Subsidies by Suzuki Foundation to engineering research activities



Scholarships by Suzuki Education and Culture Foundation



Management assistance for the Mundo de Alegria School for Japanese-South Americans



Donations to disaster affected regions

- FY18 Aid for heavy rain relief in July 2018
- Aid for earthquake relief in Hokkaido
- Aid for volunteer activities in the affected areas
- Support for earthquake measures by the local governments
- FY19 Aid for Typhoon hagibis
- FY20 Support for the July 2020 Kyushu Floods
- Development of Iwata City seawall
- FY21 Support for the July 2021 Kyushu Floods
- Development of Iwata City seawall



Establishment of a school (India)



Village Development Project (India)



JIM: Japan-India Institute for Manufacturing (India)



Set up 8 Institutes of Driving and Traffic Research (IDTR)



Higher & Lower Secondary Scholarship (Pakistan)



Donation of industrial machinery for vocational school student training (Indonesia)



4 commercial vehicles donation (Vietnam)



Environmental protection activity (Philippines)



Magyar Suzuki won the sponsor award of the year (Hungary)



Charity event sponsorship (France)



Online driving lessons (New Zealand)



Support program for obtaining a driving license (South Africa)



		pre FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23~		
Mid-Term Management Plan		Mid-Term Management Target (FY10~FY14)	Mid-Term Management PlanSUZUKI NEXT 100 (FY15~FY19)						Mid-Term Management Plan "Sho-Sho-Kei-Tan-BI"				
Growth Strategy		Growth Strategy for FY2030 ← ~FY30											
Chairman		Osamu Suzuki Chairman and President from 2008 to 2015											
President		Toshihiro Suzuki											
Board of Directors	Term	Term of board members shortened to 1 year from 2002											
	SupervisionExec	Introduced executive officers system in 2006											
	Outside directors, total directors	Appointed 2 outside directors among 9 total		2/8			2/7	3/9		2/8	3/8		
	Supporting div.			Secretarial Office(Corporate Governance Dept. until Aug. 2021) / Secretariat of Audit&Supervisory Board									
	Seats	Not more than 30 from 1989			Reduced to 15								
Committees				Committee on Personnel and Remuneration, etc. (Advisory Committee on Personnel and Remuneration, etc. until Jun. 24, 2021)									
				Corporate Governance Committee									
Vision	Corporate mission	Drafted "Mission Statement" in 1962									Revised		
	Philosophy of Conduct	Sho-Sho-Kei-Tan-Bi*, Three Actuals (Place, Thing, Situation), Lean Management ←									Philosophy of Conduct		
	Human Rights Policy	Suzuki Group's basic policy regarding human rights ←									Human Rights Policy		
	Tax Policy	Tax policy of the Suzuki Group ←									Tax Policy		
	Code of conduct	Drafted Suzuki Activity Charter, Suzuki employees Activity Charter in 2003			Suzuki Group Code of Conduct (Feb. 2020 distributed the compliance handbook to employees)								

## Directors and Auditors

as of 2023/8/25

	Current members			Concurrent positions (Responsibilities of Directors)
	Name	Age	Position	
Directors	Toshihiro Suzuki	64	Representative Director and President	Chairman of Suzuki Foundation, Chairman of Suzuki Education and Culture Foundation
	Naomi Ishii	58	Representative Director and Executive Vice President	Executive Vice President, Assistant to President Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources Development, Legal/IP, Global IT, and Product Planning Executive General Manager, Corporate Planning Office
	Masahiko Nagao	65	Director and Senior Managing Officer	(Government and Industry Relations, Responsible for Public Relations and Corporate Communications)
	Toshiaki Suzuki	65	Director and Senior Managing Officer *1	(Executive General Manager, Domestic Marketing, Responsible for Domestic Marketing and Spare Parts and Accessories)
	Kinji Saito	65	Director and Senior Managing Officer	(Executive General Manager, Global Automobile Marketing, Responsible for Global Automobile Marketing, Marine Operations, and Motorcycle Operations)
	Hideaki Domichi	74	Director *2	
	Shun Egusa	65	Director *2	Guest Professor, Future Innovation Institute, Research Organization for Nano & Life Innovation, Waseda University
	Naoko Takahashi	51	Director *2	Chairman of Para-Sports Development Network of Japan, Outside Director of Starts Corporation Inc. <Concurrent position as an officer in a listed company>
Auditors	Taisuke Toyoda	66	Audit & Supervisory Board Member	
	Masato Kasai	67	Audit & Supervisory Board Member	
	Norio Tanaka	72	Audit & Supervisory Board Member *3	Certified Public Accountant, Outside Audit & Supervisory Board Member of ENSHU TRUCK CO., LTD. <Concurrent position as an officer in a listed company>
	Norihisa Nagano	73	Audit & Supervisory Board Member *3	Attorney
	Mitsuhiro Fukuta	61	Audit & Supervisory Board Member *3	Dean, Faculty of Engineering, National University Corporation Shizuoka University

\*1 Mr. Toshiaki Suzuki is not a relative of Mr. Toshihiro Suzuki. \*2 Outside Director \*3 Outside Audit & Supervisory Board Member



(Age as of 25 Aug. 2023)



Director

**Naomi Ishii**

Born in June 1965  
(58 years old)  
Male

■ Resume, current positions and areas in charge  
 Apr. 1989 Joined Toyota Motor Corporation  
 Oct. 2020 Joined Suzuki Motor Corporation, Supporting President, Managing Officer  
 Apr. 2021 Senior Managing Officer  
 Apr. 2022 Executive Vice President  
 Oct. 2022 Executive Vice President, Supporting President, Executive General Manager, Corporate Planning Office, Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources Development, Legal/IP, Global IT, and Product Planning [current position]

Previously served as a president of Toyota Kirloskar Motor Private Ltd., Toyota's Indian manufacturing and sales subsidiary



Outside Director

**Naoko Takahashi**

Born in May 1972  
(51 years old)  
Female

■ Resume, current positions and areas in charge  
 Sep. 2000 Won the gold medal in women's marathon at the 27th Olympic Games (2000/Sydney)  
 Oct. 2000 Received National Honor Award  
 Jun. 2013 Director, Japan Association of Athletics Federations  
 Executive Board members, Japanese Olympic Committee  
 Nov. 2018 Chairman, Para-Sports Development Network of Japan [current position]  
 Mar. 2021 Director, The Tokyo Organising Committee of the Olympic and Paralympic Games  
 Jun. 2021 Executive Director, Japan Association of Athletics Federations  
 Jun. 2022 Outside Director, Starts Corporation Inc. [current position]

Smile Africa Project:  
Collecting shoes that no longer fit and donating 100,000 pairs to children in Africa

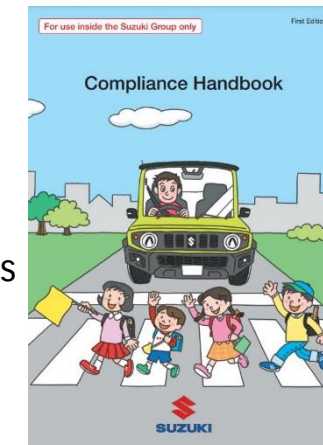
JICA Official Supporter: Public relations activities on the current situation of developing countries and international cooperation

Ms. Takahashi has visited many developing countries and engaged in activities related to social and environmental issues by being close to the local people, understanding the local situation, and always thinking about what she can do. She has a strong affinity with Suzuki, whose policy is to grow together as a company while expanding its business in emerging countries and contributing to the countries where it operates. We expect her to provide useful suggestions, advice and supervision for the sustainable growth of our company and the enhancement of its corporate value.



# ESG | Implementation Status of Preventive Measures regarding the Improper Conducts of the Final Vehicle Inspection in the Plants

Company-wide innovation of consciousness and improvement of corporate climate for thorough compliance to laws and regulations are led by the management. Continuously conduct initiatives for further improvements.  
(Submitted third report to MLIT on June 1, 2020)



## Everyday Compliance Quiz 毎コンクイズ

### ● Commitment and action by the management ● Company-wide innovation of consciousness and improvement of corporate climate

- Sending out the president's message toward all employees on compliance to laws and regulations
- Implemented innovation of organization (established Inspection Head Department and Inspection Innovation Committee, and structured a three-layer audit system)
- Conducted roundtable dialogue hosted by president at all departments, as a part of "remember 5.18 initiative" \*
- Establishment of permanent exhibit area to study improper conducts
- Handing out Compliance Handbook to all employees (right)
- In-house training aimed for innovation of consciousness such as thorough action of "Report, Communicate, and Consult"
- President announced the "Attitude toward working"
- Conduct "Everyday Compliance Quiz" at the start of work

\*A company-wide initiative not to forget improper incidents of the past.

### ● For conducting more secure and correct inspection

- Initiatives to collect problems from inspectors and feedback for improvement of work  
〔 Placing consultants, memos to write down worrying factors, collecting opinions from foremen and supervisors, individual interview, group meetings, etc. 〕
- Increase inspectors
- Maintenance of dedicated line for education (Photo(1))
- Improvement of inspection facility (Photo(2))
- Improvement of inspection lines (Photos(3)(4))
- Newly completed inspection building, Kosai No.1 East (Photos(5)-(7))



(3) Monitor entry and exit



(4) Biometric authentication



(5) New inspection building



(1) Dedicated education line



(2) Side slip inspection



(6) Inspection line



(7) Rest area and study space

## Basic principles

- Objective...sustainable growth, increase enterprise value in the mid and long term
- Standard...following criteria is applied

Create business opportunity

Business partnership

Establish, maintain or strengthen stable transaction and cooperation

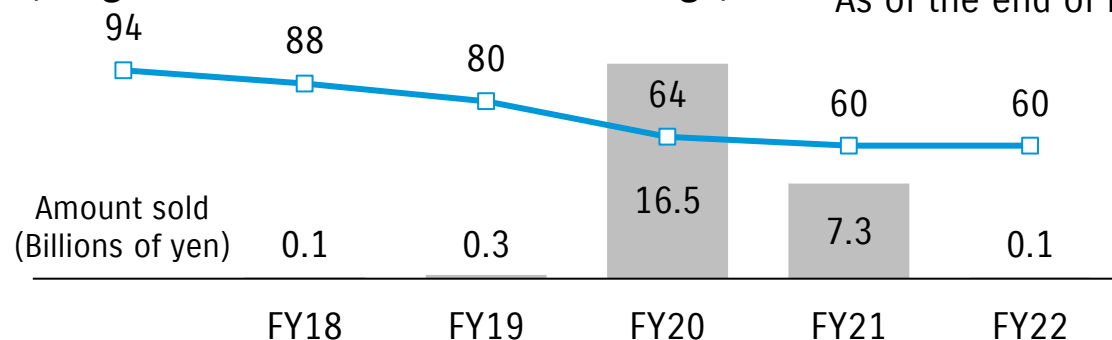
- Holdings...Appropriateness of individual shareholdings (enhancement of corporate value, capital costs) is examined by the BoD every year. Advance reduction of stocks to be sold.

## Exercise of voting rights

- Decision is to be made by respecting management policy of the investment company and in view of our mid-and long-term enterprise value

(Progress of number of shareholdings)

As of the end of March



- Disposal of shares between FY2018 and FY2021  
Examination at board meeting

FY2018	Disposed of	6 brands
FY2019	Disposed of	6 brands
FY2020	Disposed of	13 brands*
FY2021	Disposed of	4 brands,
	Partial disposal	2 brands
FY2022	Decided to dispose of additional 3 brands, scheduled to be partially disposed of, this year	

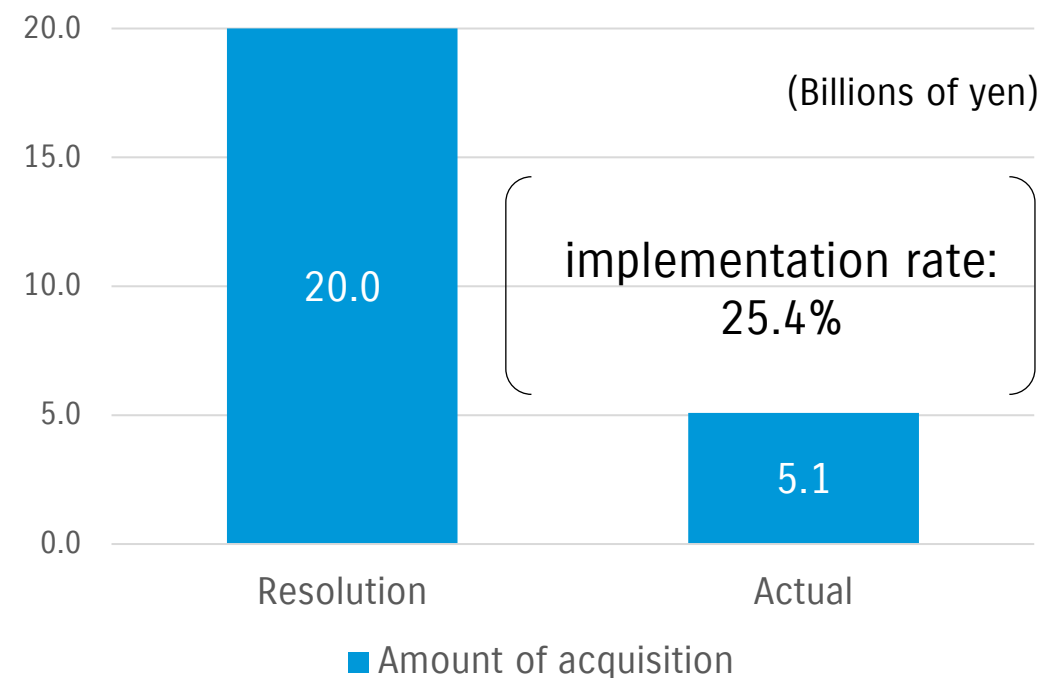
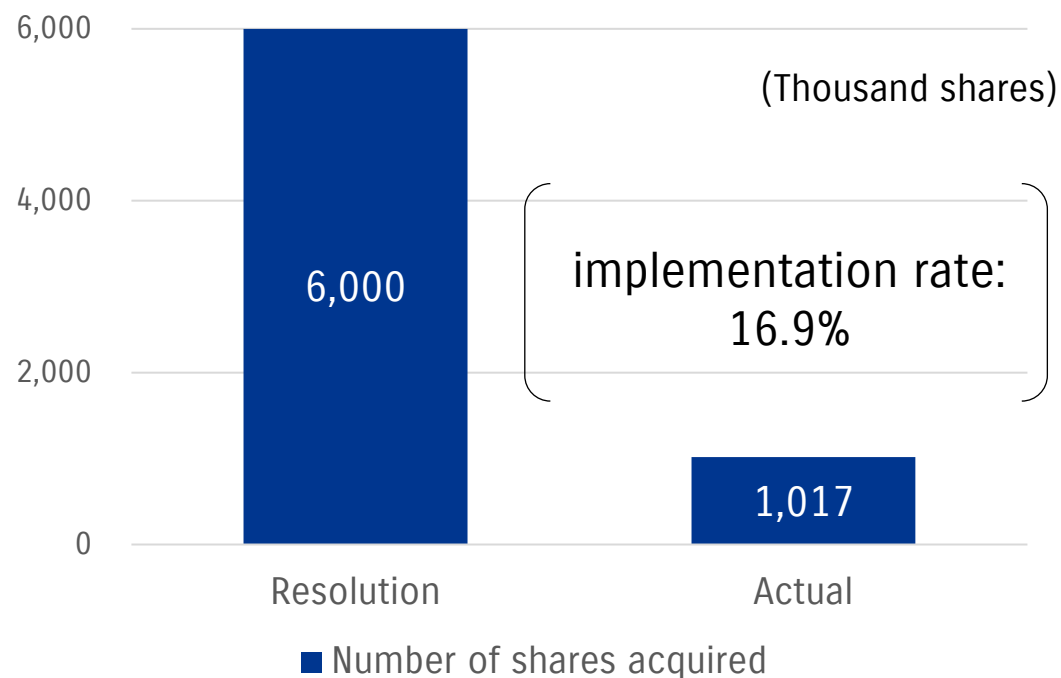
\*The number does not include application to TOBs

- Use proceeds from sale effectively to fund startup companies (refer to P47)

## Details of resolution at the meeting of the Board of Directors (announced on May 15, 2023)

- Total number of shares to be repurchased (maximum) : 6 million shares (Ordinary shares)
- Total value of shares repurchased (maximum) : 20 billion yen
- Period of repurchase (schedule) : From May 16, 2023 to Sep. 30, 2023

(As of the end of July 2023)



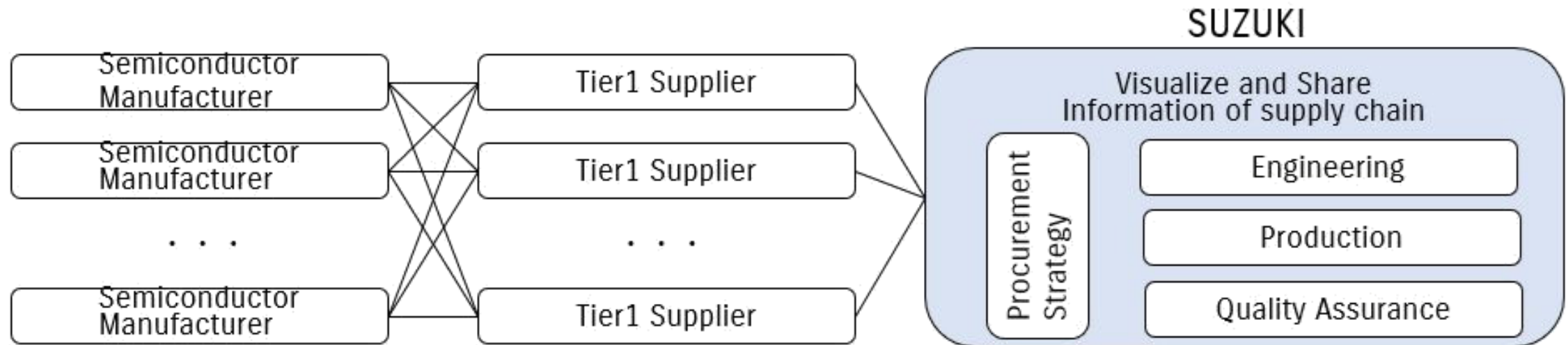
## 3. Business Update

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## Established Procurement Strategy Division in October 2021

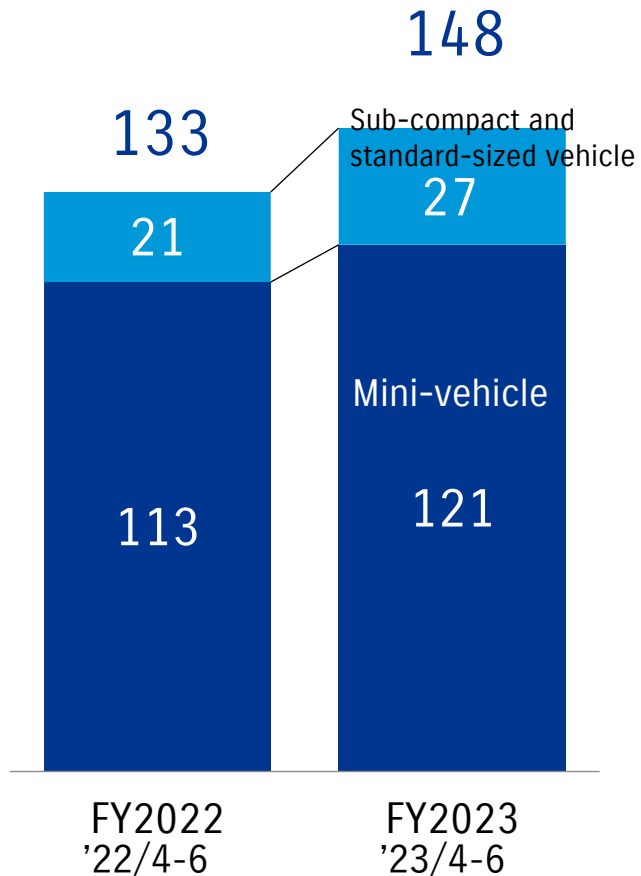
- Review of transactions with business partners
  - Negotiate with suppliers to secure several months' worth of semiconductor inventory
  - Discussions with selected suppliers on long-term semiconductor contracts
- Efforts to visualize the supply chain
  - Visualization of semiconductor supply chain procured by tier-1 suppliers since August 2021
  - Share visible semiconductor supply chain information among Procurement Strategy, Engineering, Quality Assurance and Production
  - In the event of a natural disaster or other emergency, or when production at a specific semiconductor manufacturer becomes tight, we will ascertain the status of suppliers, parts, and inventories, and respond promptly by increasing inventories, transferring orders, or changing processes.



# Sales Volume of Automobiles | Japan

## First Quarter Comparison

+15 (+11%)  
(Thousand units)

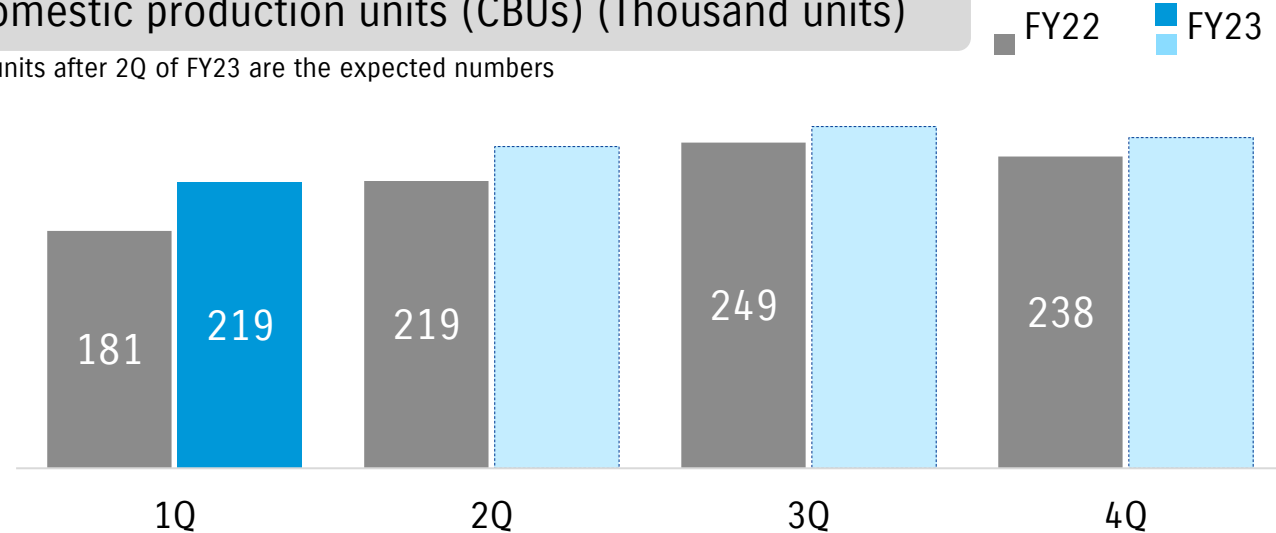


## ● Japan production

- Production of 219 thousand units of CBU in Japan, up year-on-year 20.7% in the first quarter of the current fiscal year.
- Increase in sales volume due to increased production

## Trends in domestic production units (CBUs) (Thousand units)

※The numbers of units after 2Q of FY23 are the expected numbers

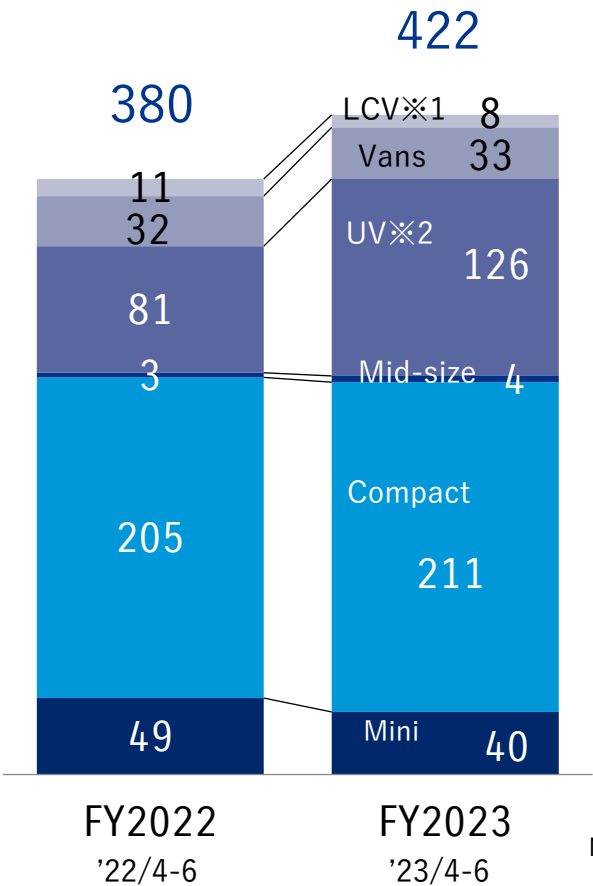


## ● Price Revision

- From this fiscal year, we will revise prices in line with specification changes.
- In addition to higher costs due to improved specifications and equipment, higher raw material prices reflection.

First Quarter Comparison

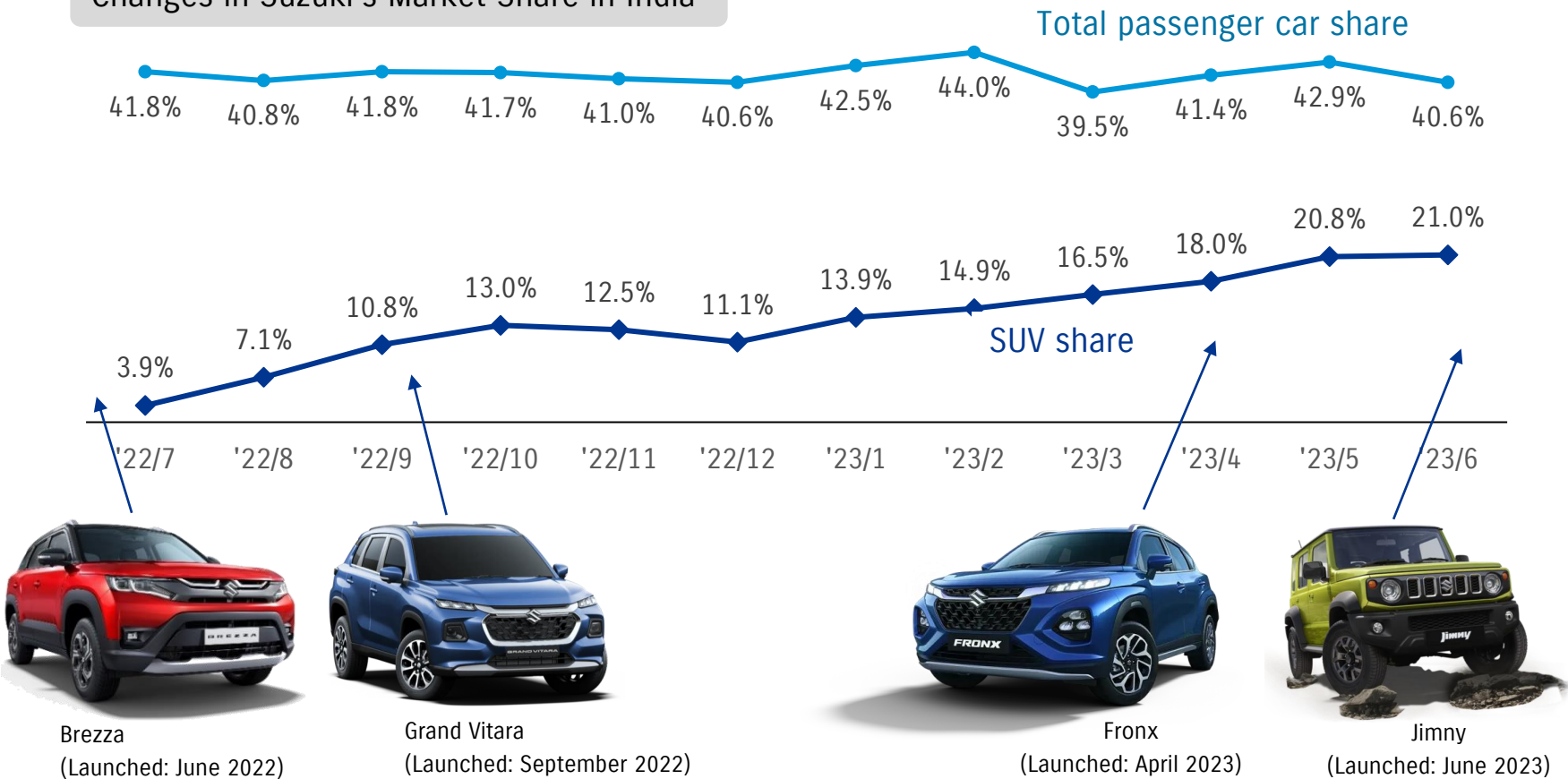
+42 (+11%)  
(Thousand units)



●Sales in India during the period under review

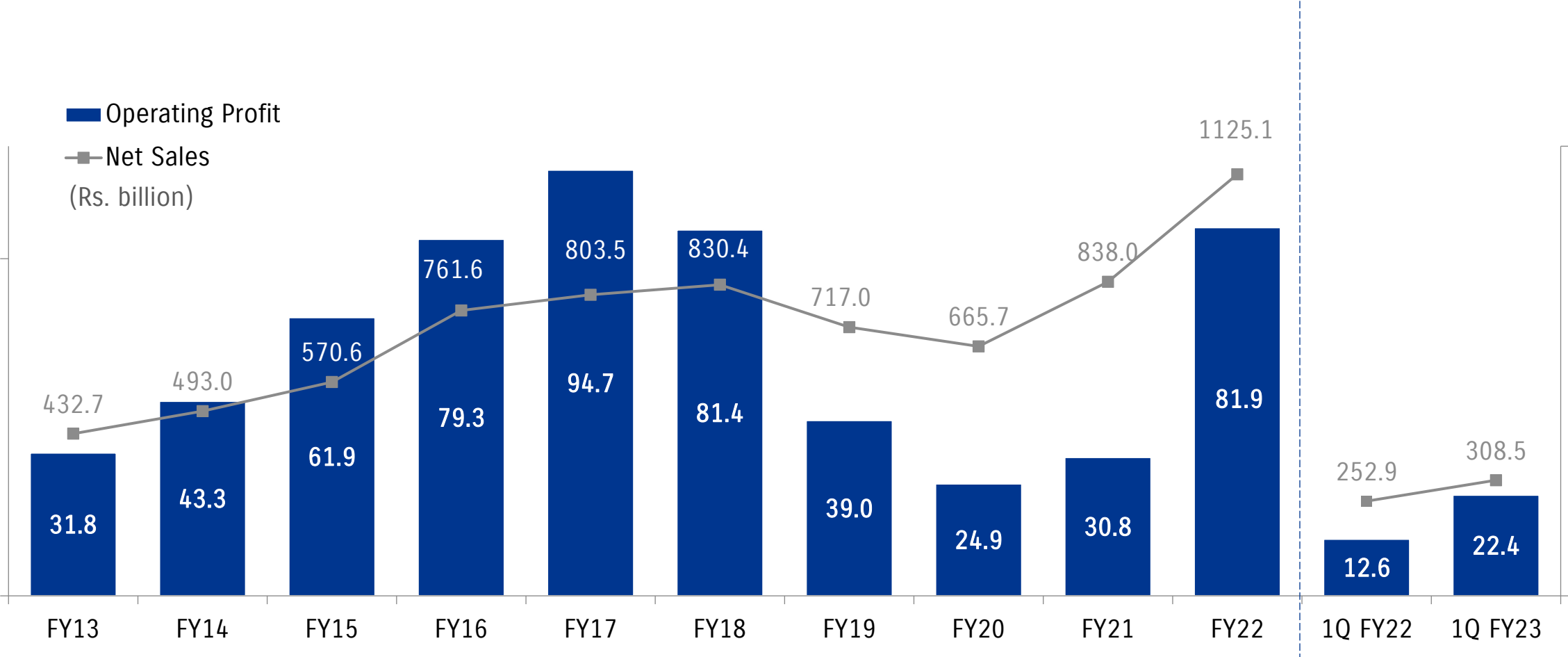
• Restore market share by introducing SUVs

Changes in Suzuki's Market Share in India



Note. The left graph shows wholesale sales including commercial vehicles, excluding OEMs  
\* 1 LCV=Light Commercial Vehicles \* 2 UV =Utility Vehicles

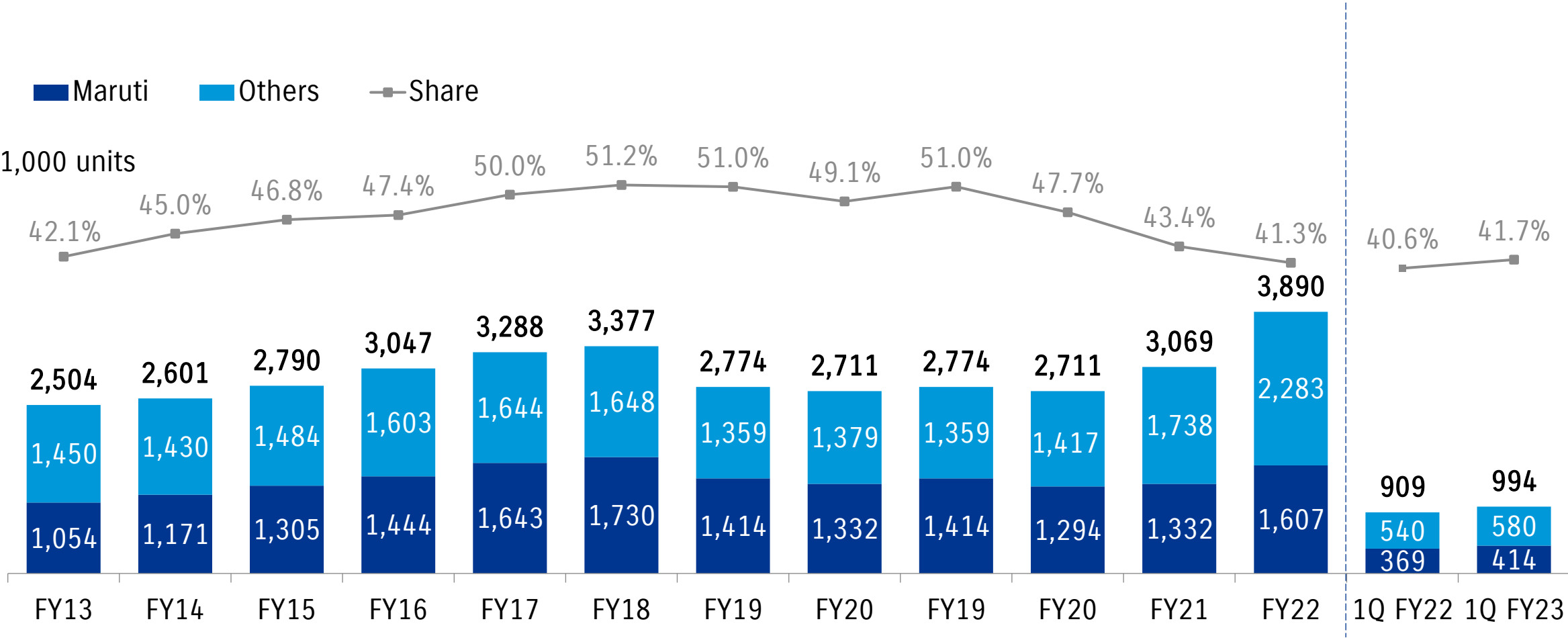
## Maruti Suzuki financial performance



- Consolidated figures. Figures post FY15 are based on IndAS (Indian IFRS)
- Operating Profit is calculated by using the following formula: Sales of product + Other operating revenues - Total Expenses + Finance costs



### Wholesales of Maruti and overall market

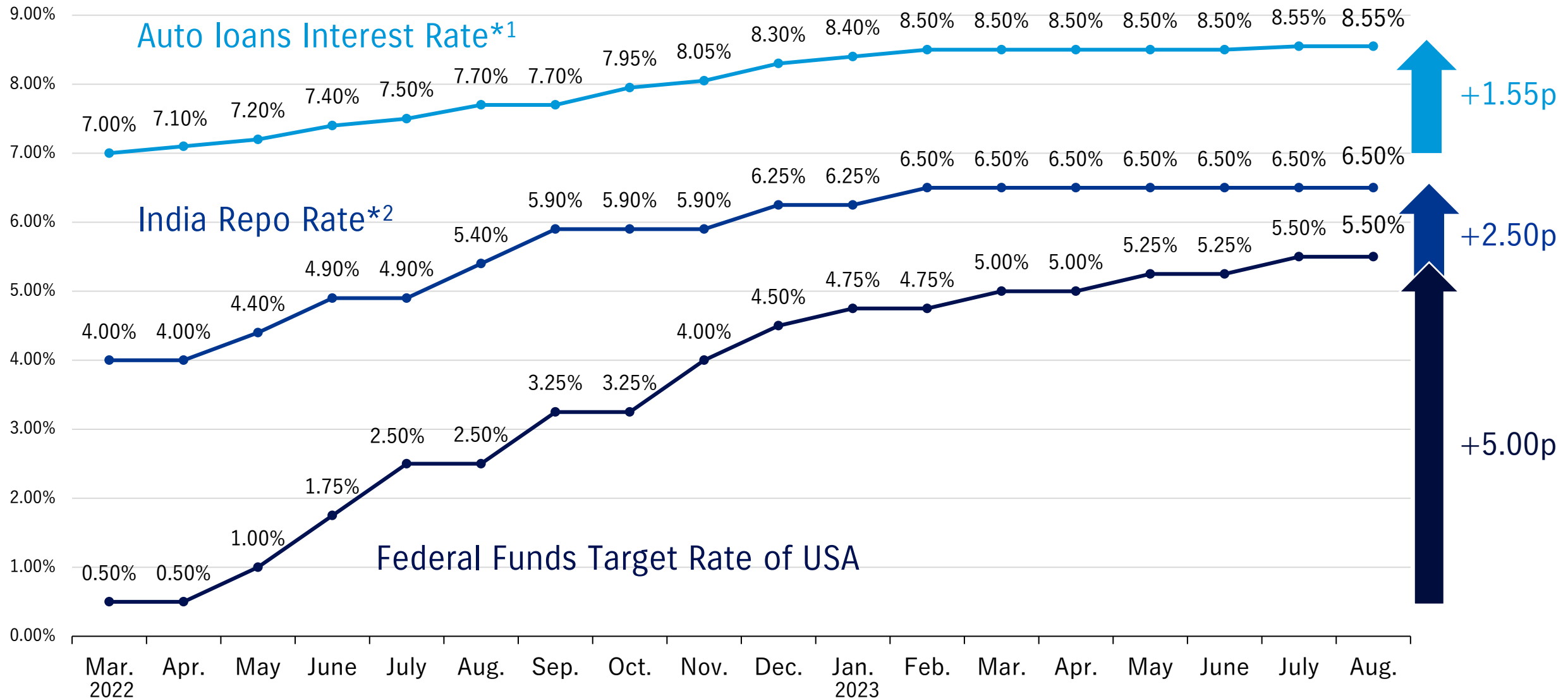


\* Wholesale volume excluding commercial vehicles

# India | Interest Rate Progress



(As of 15 Aug. 2023)



\*1 SBI 1 Year MCLR...Marginal Cost Lending Rates、Original Release : <https://sbi.co.in/web/interest-rates/interest-rates/mclr-historical-data>

2 India's next Monetary Policy Meeting is scheduled on 6 Oct.

SUV



BREZZA  
(1500cc) HEV CNG

NEXA



GRAND VITARA  
(1500cc) HEV CNG

NEXA



Jimny 5-Door  
(1500cc)

NEXA



FRONX  
(1200cc) HEV CNG

MUV

NEXA



XL6  
(1500cc) HEV CNG

NEXA NEW



ERTIGA  
(1500cc) HEV CNG

NEXA



INVICTO  
(2000cc) HEV

Mid-Size

NEXA



CIAZ  
(1500cc)

VAN



EECO  
(1200cc) CNG

## Mini



S-PRESSO **CNG**  
(1000cc)



ALTO 800 **CNG**  
(800cc)



ALTO K10 **CNG**  
(1000cc)



Tour H1 **CNG**  
(1000cc)



Super Carry **CNG**  
(1200cc)

## Commercial

## Compact



CELERIO **CNG**  
(1000cc)



**CNG**  
WAGON R  
(1000cc, 1200cc)



**NEXA**  
IGNIS  
(1200cc)



SWIFT **CNG**  
(1200cc)



BALENO **CNG** **NEXA**  
(1200cc)



DZIRE **CNG**  
(1200cc)



TOUR-S (1200cc) **CNG**



## Strengthen Dealer Network ... 4 sales channels

- Maruti Suzuki Arena
  - Urban (Large dealer facilities)
  - Rural (Small/Mid-size dealer facilities, Service on wheels)
- NEXA
  - Premium car dealership
- Commercial
  - Commercial vehicle dealership

NEXA



ARENA - MAIN OUTLET



ARENA - E OUTLET



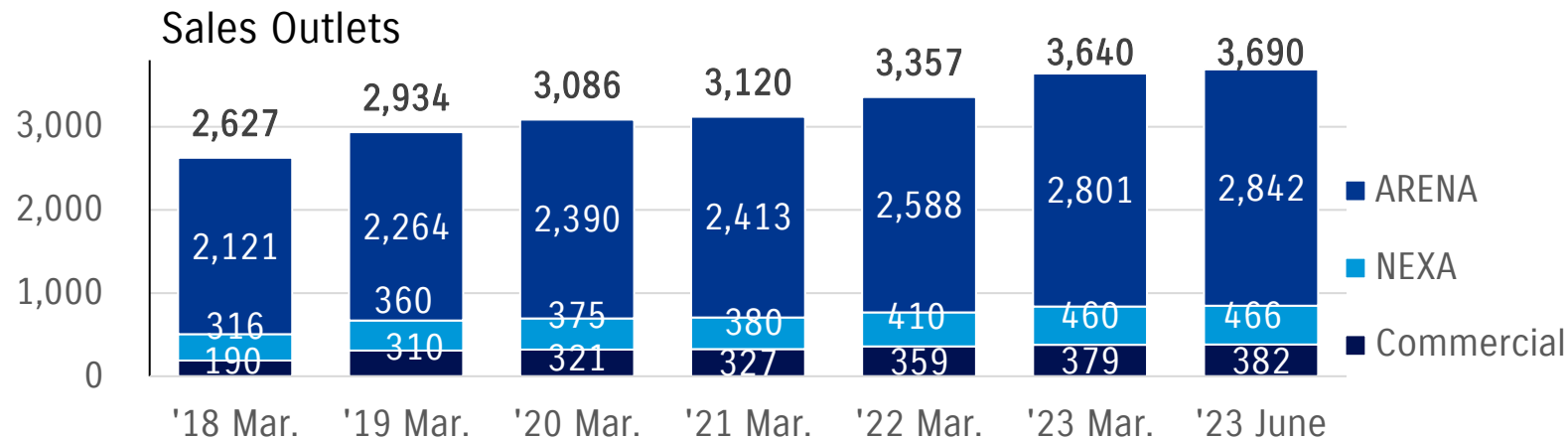
ARENA - R OUTLET



TRUE VALUE



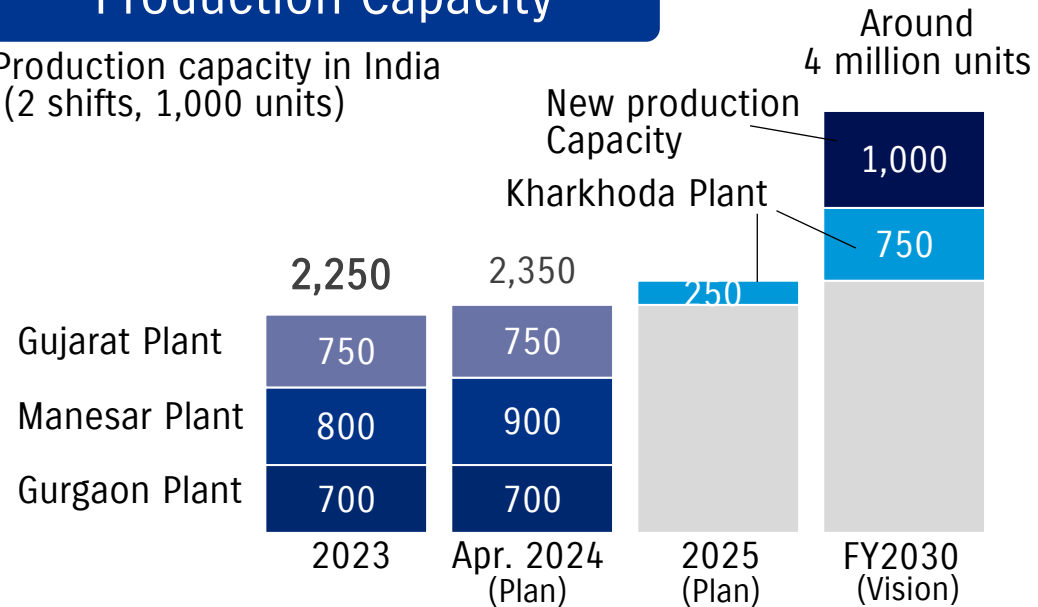
Mobile Workshop



- True Value
  - 558 pre-owned car dealerships as of 11 Aug. 2023

## Production Capacity

Production capacity in India  
(2 shifts, 1,000 units)



## Production of lithium-ion batteries in India

- Started mass production of battery modules for Suzuki Hybrid in October 2021 for exports and Mild Hybrid in December 2021
- JV with Toshiba and Denso
- Constructed in supplier park next to Gujarat Plant
- Penetration of Hybrid vehicles will contribute to address environmental issues in India

Gurgaon Plant



Gujarat Plant



Manesar Plant



### Purchased land in Kharkhoda, Haryana

- Maruti Suzuki purchased land for new plant in Kharkhoda
- Foundation stone Laying Ceremony on 28 August 2022
- Start of operation 2025
- Production capacity 250,000 units (to start with)
- Investments: 110 billion rupees (First Phase)

### TDS Lithium-Ion Battery Gujarat Pvt. Ltd.



- Suzuki, Maruti Suzuki India Limited (“MSIL”), and Suzuki Motor Gujarat Private Limited (“SMG”) have each approved at their board meeting held on 31 July 2023, that SMG, a wholly owned subsidiary of Suzuki, will become a subsidiary of MSIL. [News](#)
- SMG entered into a contract manufacturing agreement with MSIL and commenced production of automobiles in 2017. All vehicles are supplied to MSIL. MSIL has a right to acquire all the shares of SMG held by Suzuki if the contract manufacturing agreement is terminated. SMG will become a subsidiary of MSIL through termination of the contract manufacturing agreement and acquisition of all the shares of SMG held by Suzuki.
- This change to the manufacturing structure aims to further enhance competitiveness by enhancing the efficiency of production operations through integration of manufacturing of automobiles in India to MSIL. MSIL plans to secure a production capacity of approximately four million units in India by the financial year 2030 and MSIL will make investment necessary for such increase of capacity. On the other hand, Suzuki will utilize Suzuki R&D Center India Private Limited to make investments in development of technologies in advanced fields, manufacturing of batteries for electric vehicle (BEV), and biogas business, etc.
- On 8 Aug. 2023, MSIL has decided to issue shares of MSIL to the Company on a preferential allotment basis in consideration for the acquisition of shares of SMG, and Suzuki has decided to receive shares of MSIL in consideration for transfer of shares of SMG if MSIL issues shares of MSIL in consideration for such transfer in accordance with the approval of the board of directors of MSIL. [News](#)
- This is subject to the approval of the board of directors and shareholders of MSIL, approval of subscription of shares of MSIL by the board of directors of the Company and the approval of the Government of India, as necessary.



- Suzuki signed MOU with the State of Gujarat, India to invest approximately 104.4 billion rupees mainly for local manufacturing of electric vehicles (BEV) and BEV batteries. [News](#)
- The MOU was signed on 19 March 2022 at India-Japan Economic Forum held in New Delhi, India, in the presence of Japanese Prime Minister Mr. Fumio Kishida and Indian Prime Minister Mr. Narendra Modi.
- Mr. Toshihiro Suzuki, Representative Director and President, Suzuki was joined by eminent senior government personnel of India and Japan at the ceremony.
- Continue active investment in India to realize Self-reliant India (Atmanirbhar Bharat)



Photo provided by CABINET PUBLIC AFFAIRS OFFICE, JAPAN.

	Signees of MOU with the State of Gujarat	Description	Investment (Billion Rs)	Planned year
1	Suzuki Motor Gujarat Private Limited (SMG)	Increasing production capacity for BEV manufacturing	31	2025
2		Construction of plant for BEV batteries (land neighboring to SMG) (Foundation stone Laying Ceremony on 28 August 2022)	73	2026
3	Maruti Suzuki Toyotsu India Private Limited (MSTI)	Construction of vehicle recycling plant	0.45	2025



## Establishing framework to support strengthening competitiveness and strengthening the development of technical personnel

- Suzuki announced the establishment of Suzuki R&D Center India Private Limited (SRDI) in Delhi in August 2022 at an event to commemorate Suzuki's 40th anniversary of its Indian business. [News](#)
- During the event, Suzuki's President Toshihiro Suzuki said, "Through making technology development in new fields by establishing R&D center in India wholly owned by Suzuki, we will strengthen our competitiveness and R&D capabilities not only in the Indian market but also globally."

### Objectives of SRDI establishment

- Suzuki will establish a framework to support the strengthening of Suzuki's competitiveness by efficiently linking the development departments of Japan and India, thereby developing technologies needed by society together with the rich technical talent in the country.
- In preparation for this, SRDI will begin recruiting in India.

Suzuki will work to create an environment conducive to the growth of diverse technical talent by building relationships with Indian universities and start-up companies, and enhancing exchanges with faculty and researchers

- Suzuki has signed agreements with the Indian Institute of Management, Ahmedabad (IIMA) and Kozhikode (IIMK), respectively in the current situation where we are globally facing urgent issues of environmental initiatives including carbon neutrality. [News](#)
- In addition to relationship with IIT Hyderabad (IITH) which was established in 2008, we will also deepen exchanges with faculties and students of IIMA and IIMK.

### Indian Institute of Management, Ahmedabad (IIMA)



IIMA was established in 1961 and is India's premier management school with a global reputation for excellence and leadership in business management research and education.

IIMA and Suzuki will collaborate to conduct research on strategic business diversification, business portfolio restructuring, and new market entry strategies.

### Indian Institute of Management, Kozhikode (IIMK)



IIMK was established in Kerala in 1996 and has strengths in corporate culture research and striving for global excellence in the field of higher education.

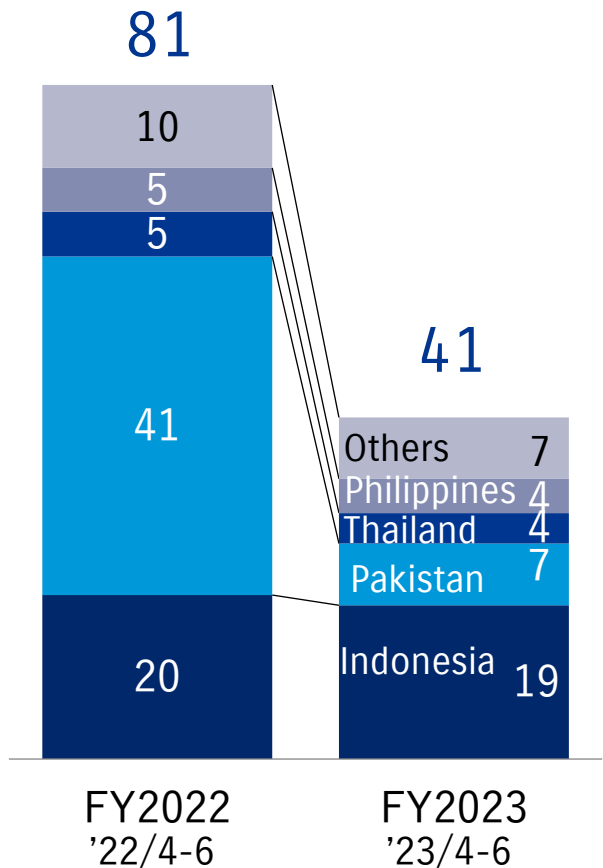
IIMK and Suzuki will analyze Suzuki's 40-year history in India, clarify its strengths, and study the future direction of Suzuki's business in the country, from a long-term perspective.

# Sales Volume of Automobiles | Asia (excluding India) / Europe



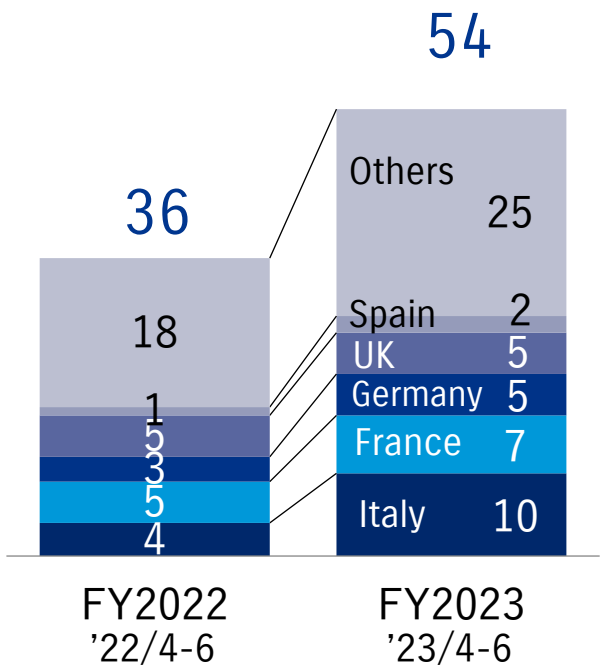
## Asia excluding India

-40 (-49%)  
(Thousand units)



## Europe

+ 18 (+49%)  
(Thousand units)



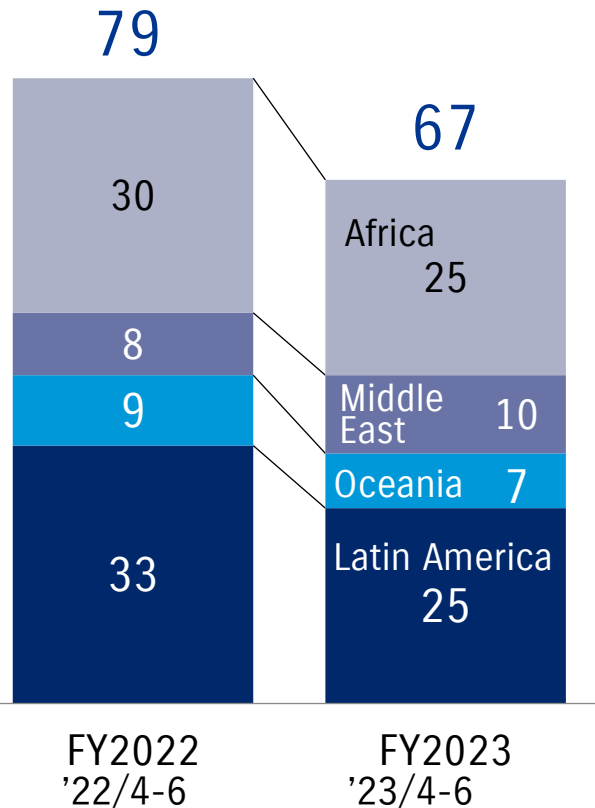
Indonesia | Grand Vitara launched (Feb. 2023)



Europe | S-CROSS equipped with strong hybrid system (Oct. 2022)

## First Quarter Comparison

-13 (-16%)  
(Thousand units)



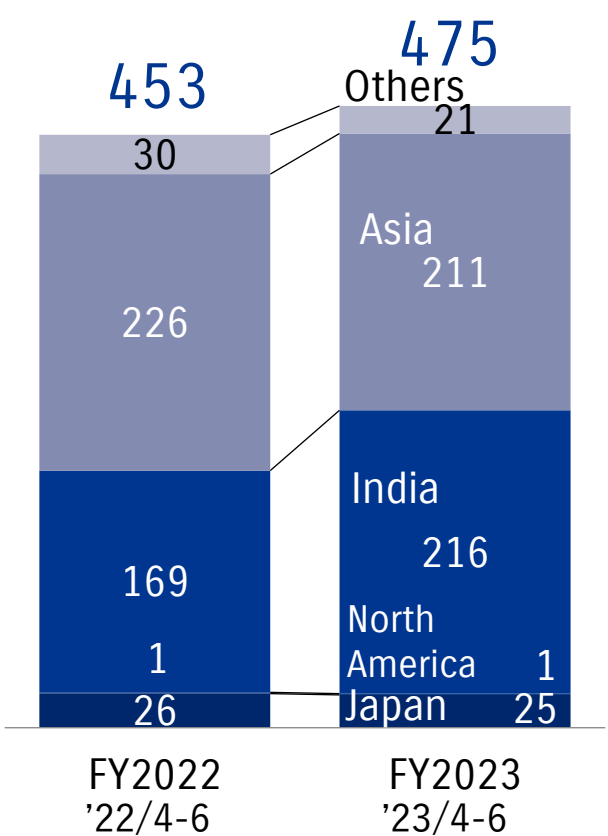
## FY2023 First Quarter sales

(Thousand units)	Volume	year-on-year	
Africa	25	-5	-18.1%
South Africa	12	-1	-7.7%
Angola	4	+3	+230.6%
Cote d'Ivoire	3	+1	+40.0%
Ethiopia	1	-2	-66.2%
Egypt	1	-5	-81.2%
Middle East	10	+2	+26.3%
Saudi Arabia	5	+2	+61.0%
Oceania	7	-2	-18.9%
Australia	5	-2	-30.8%
Latin America	25	-8	-23.1%
Mexico	8	-2	-21.4%
Chile	4	-2	-33.2%
Colombia	2	-4	-62.3%



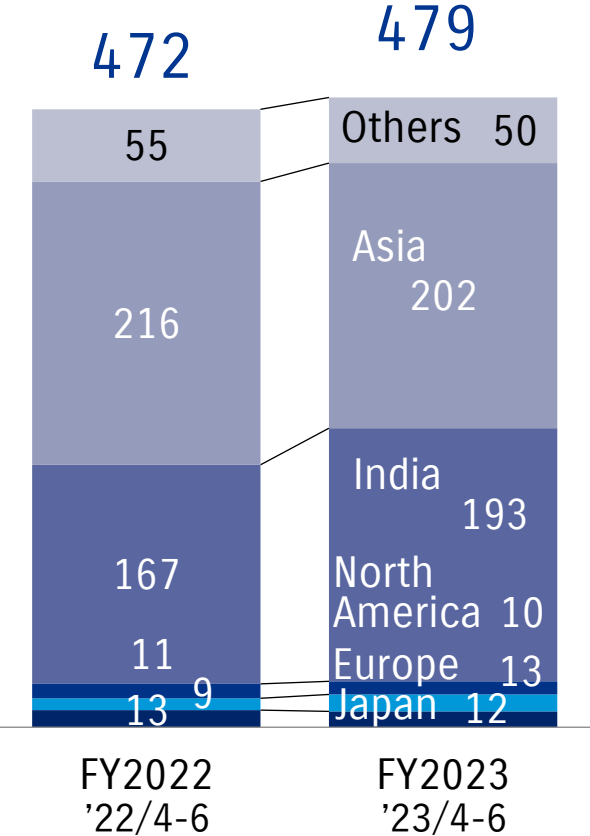
Production Result

+23 (+5%)  
(Thousand units)



Sales Result

+7 (+1%)  
(Thousand units)

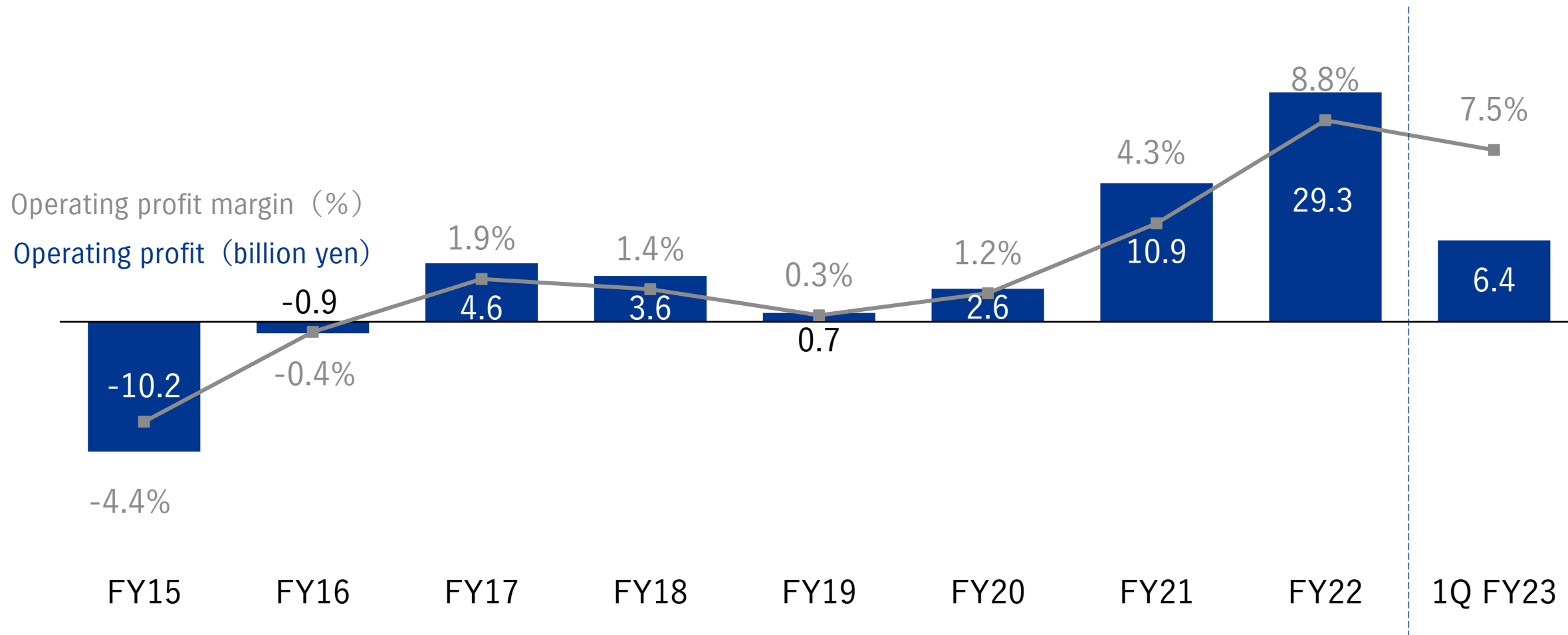


FY2023 First Quarter global sales

(Thousand units)	Volume	year-on-year	
Global Sales	479	+7	+1.5%
Japan	12	-2	-12.1%
Europe	13	+3	+33.4%
North America	10	-1	-9.0%
India	193	+26	+15.4%
Asia (excl. India)	202	-14	-6.4%
China	123	+3	+2.1%
Phillipines	41	-7	-14.6%
Others	38	-9	-19.8%
Others	50	-6	-10.2%
Latina America	45	-4	-8.8%
Others	4	-1	-22.2%

# Improvement of Motorcycle Business

- The motorcycle business was able to turn from a low-profit business to a profitable one as a result of structural reforms that improved its business structure.



## Efforts to improve the motorcycle business structure

- Developed from the product planning stage with the goal of achieving an operating margin of 5%.
- Building an attractive and diverse lineup from common platform.

Gixxer SF 250  
Apr. 2020 launch



GSX-S1000  
June 2021 launch



GSX-S1000GT  
Oct. 2021 launch



V-STROM 1050DE  
Sep. 2022 launch



V-STROM 800DE  
Nov. 2022 launch



GSX-8S  
Nov. 2022 launch



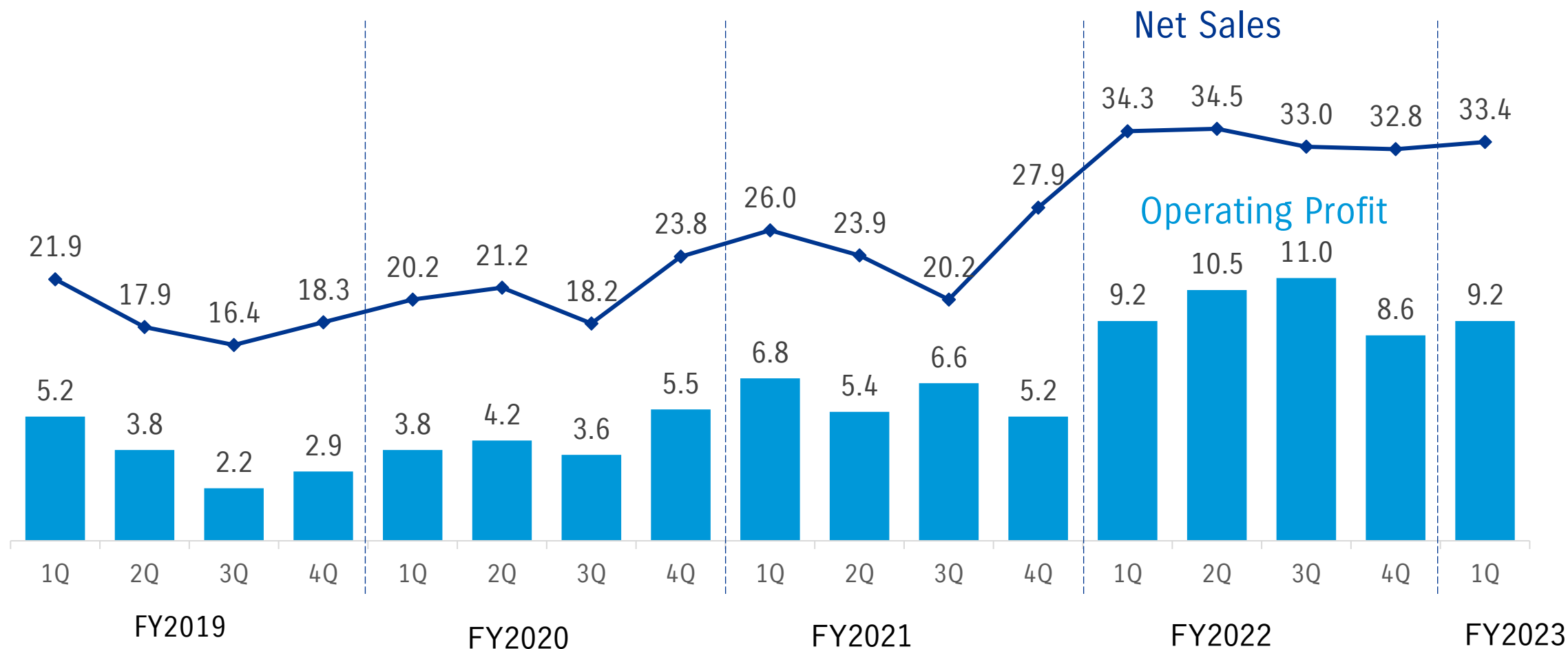
HAYABUSA 25<sup>th</sup>  
Anniversary Model  
July 2023 launch\*



V-STROM 250SX  
Aug. 2023 launch



## Trends in Marine Operating Results (Billions of yen)





# FY2023 First Quarter Results | Highlights



(Billions of yen)		FY2023 ( <sup>'23/4-6</sup> )	FY2022 ( <sup>'22/4-6</sup> )	Change		Record <sup>*1</sup>
					Ratio	
Consolidated Financial Results	Net Sales	1,208.9	1,063.4	+145.5	+13.7%	Increased for the 3rd consecutive period, record-high
	Operating Profit (Margin)	99.8 (8.3%)	74.5 (7.0%)	+25.3	+33.9%	Increased for the 3rd consecutive period, 2nd all-time
	Ordinary Profit (Margin)	108.0 (8.9%)	89.8 (8.4%)	+18.2	+20.3%	Increased for the first time in 2 periods, 3rd all-time
	Profit <sup>*2</sup> (Margin)	67.1 (5.5%)	58.3 (5.5%)	+8.8	+15.1%	Increased for the first time in 2 periods, 3rd all-time
FX Rates	US Dollar	137	130	+8	+5.9%	
	Euro	150	138	+11	+8.1%	
	Indian Rupee	1.68	1.69	-0.01	-0.6%	
Global Sales Volume (Thousand units)	Automobile	732	710	+22	+3.0%	Increased in India, Europe, Japan, etc.
	Motorcycle	479	472	+7	+1.5%	Increased in India, Europe, etc.

\*1 Record comments refer to the first quarter evaluation

\*2 Profit attributable to owners of parent

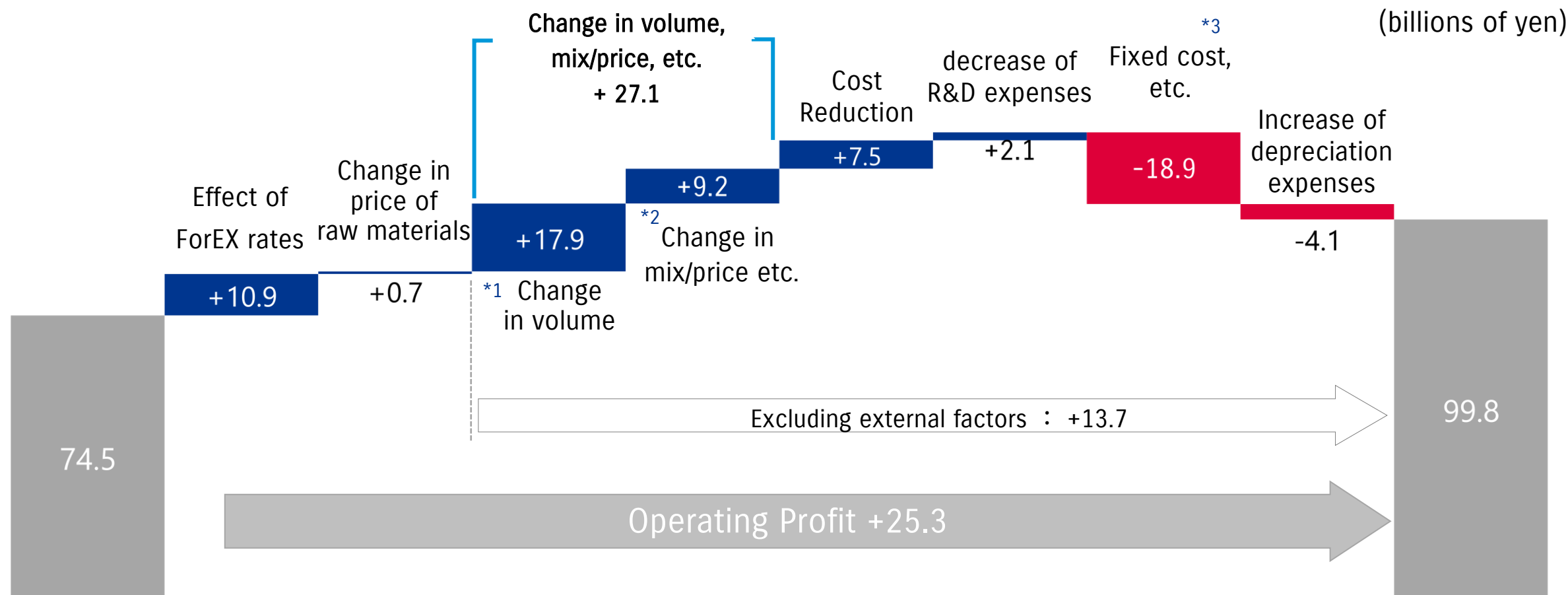
# FY2023 First Quarter Results | Net Sales



(Billions of yen)	Automobile			Motorcycle			Marine			Others			Total			of which effect of FX rates conversion	volume change
	FY2023 ('23/4-6)	FY2022 ('22/4-6)	Change	FY2023 ('23/4-6)	FY2022 ('22/4-6)	Change	FY2023 ('23/4-6)	FY2022 ('22/4-6)	Change	FY2023 ('23/4-6)	FY2022 ('22/4-6)	Change	FY2023 ('23/4-6)	FY2022 ('22/4-6)	Change		
Japan total	282.3	256.7	+25.5	5.5	6.1	-0.7	1.0	0.9	+0.1	2.5	2.7	-0.2	291.2	266.4	+24.8		+28.5
Suzuki brand	258.2	237.6	+20.6	5.5	6.1	-0.7	1.0	0.9	+0.1	2.5	2.7	-0.2	267.2	247.3	+19.8		
OEM	24.0	19.1	+4.9										24.0	19.1	+4.9		
Overseas total	804.3	683.4	+121.0	80.9	80.2	+0.8	32.5	33.4	-1.0				917.7	797.0	+120.8	+12.0	+35.0
Europe	136.7	77.9	+58.9	14.8	11.4	+3.4	6.1	7.2	-1.1				157.7	96.5	+61.2	+11.5	+56.7
N. America	0.1	0.2	-0.0	11.8	14.9	-3.1	18.4	19.3	-0.9				30.3	34.4	-4.0	+1.5	-5.6
Asia	536.8	482.9	+53.9	40.1	39.5	+0.7	3.1	2.4	+0.7				580.1	524.8	+55.4	-4.9	-2.0
India	471.5	376.2	+95.4	24.5	19.9	+4.7	0.1	0.1	-0.0				496.2	396.2	+100.1	-2.9	+37.9
Others	65.3	106.7	-41.4	15.6	19.6	-4.0	3.0	2.3	+0.7				83.9	128.6	-44.7	-1.9	-39.9
Others	130.6	122.4	+8.2	14.2	14.4	-0.3	4.8	4.5	+0.3				149.5	141.3	+8.2	+3.8	-14.1
Grand total	1,086.5	940.1	+146.5	86.4	86.3	+0.1	33.4	34.3	-0.9	2.5	2.7	-0.2	1,208.9	1,063.4	+145.5	+12.0	+63.4
of which effect of FX rates conversion			+9.3			+1.4			+1.4						+12.0		

Note: North America : United States and Canada

Automobile in North America : Sales of parts and accessories



FY2022  
Apr.-June  
Operating  
profit

\*1 Breakdown for Change in volume

- Non-Consolidated + 13.2
- Maruti Suzuki India + 3.4

\*2 Breakdown for Change in mix/price etc.

- Maruti Suzuki India + 13.0
- Non-Consolidated + 2.0

\*3 Breakdown for Fixed cost, etc.

- Labor costs -8.5
- Marketing costs -1.4
- Quality-related costs - 1.3

FY2023  
Apr.-June  
Operating  
profit

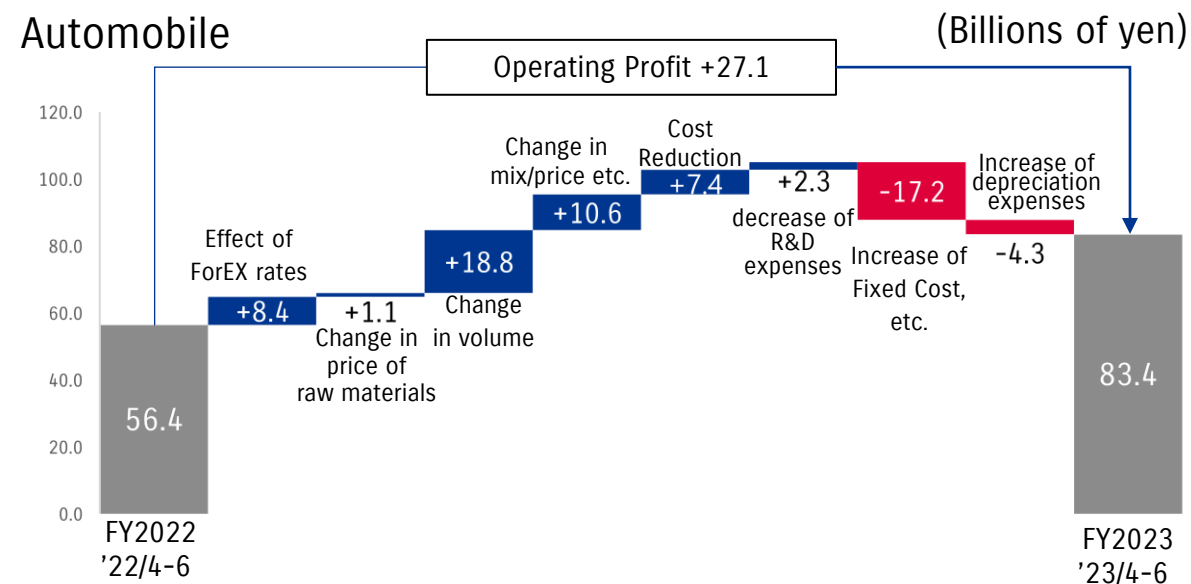
# FY2023 First Quarter Results | Operating Results by Segment



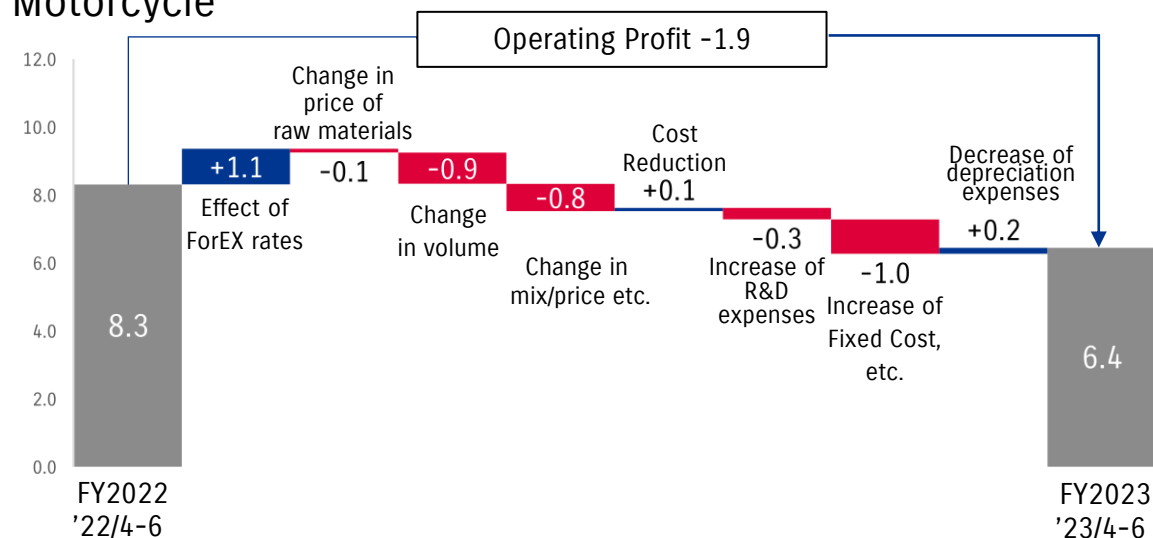
## Operating Results by Segment

	'23/4-6				
	Sales		Operating profit		
		Yr/Yr		Yr/Yr	Margin
Automobile	1,086.5	+15.6%	83.4	+48.1%	7.7%
Motorcycle	86.4	+0.2%	6.4	-22.4%	7.5%
Marine	33.4	-2.6%	9.2	+0.1%	27.6%
Others	2.5	-8.5%	0.7	+11.9%	28.5%
Total	1,208.9	+13.7%	99.8	+33.9%	8.3%

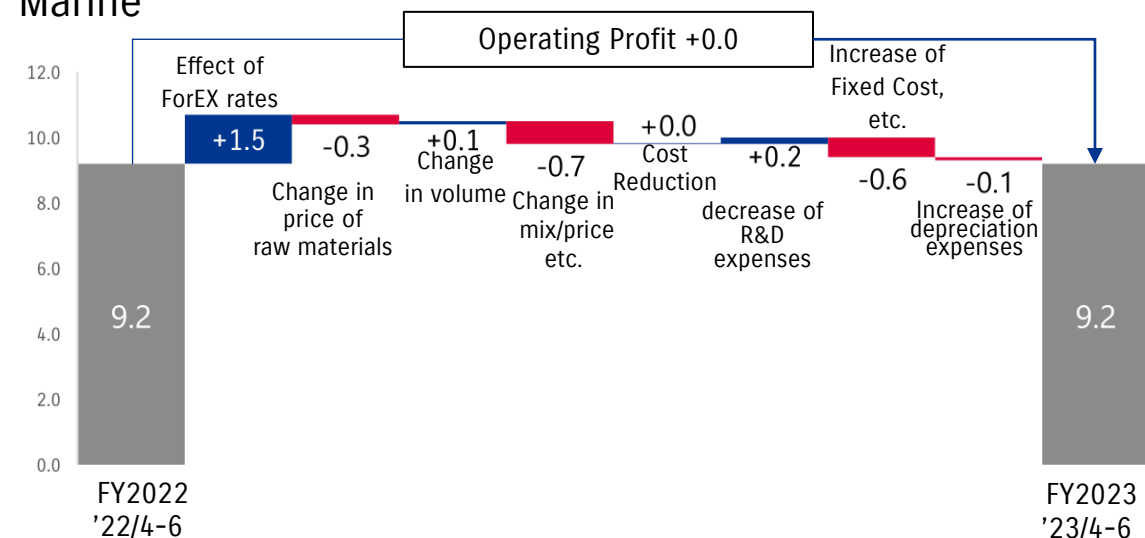
## Automobile



## Motorcycle



## Marine



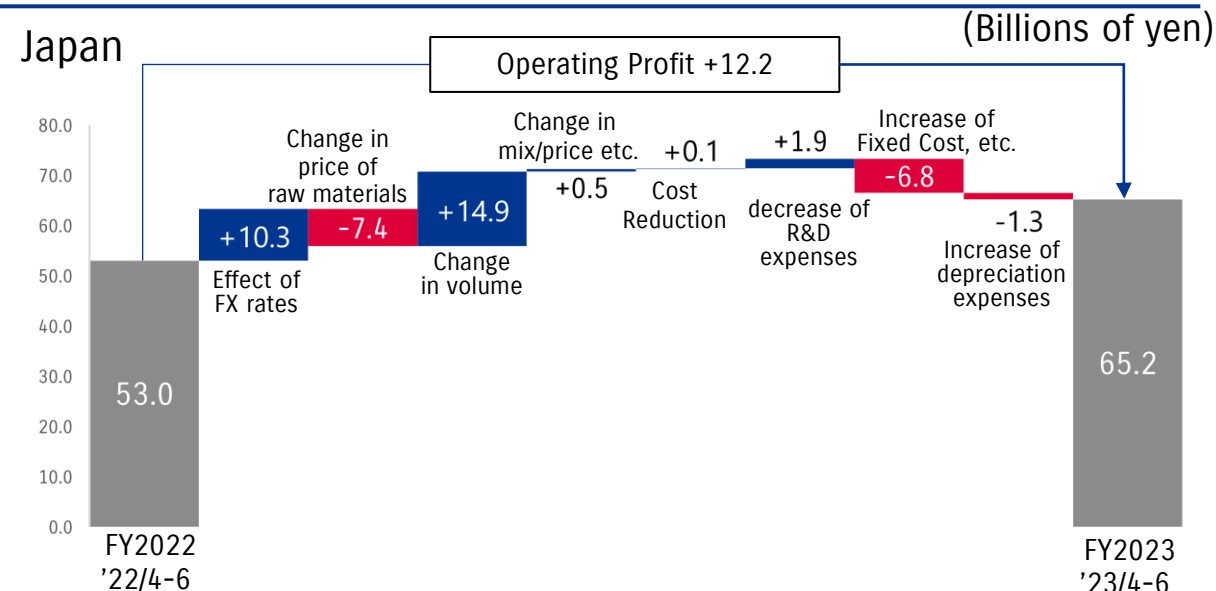


# FY2023 First Quarter Results | Operating Results by Geographic Region

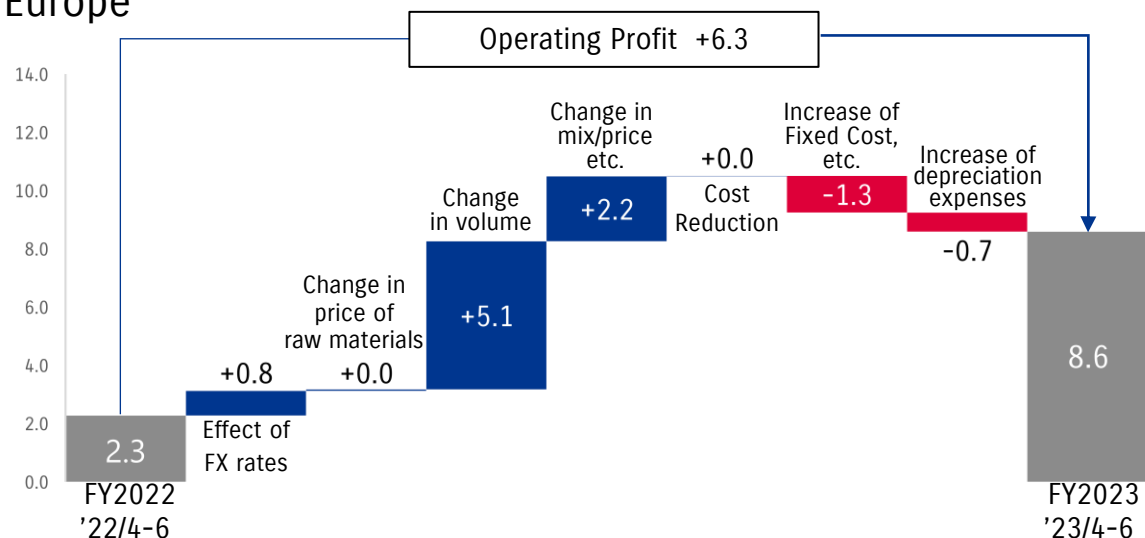


## Operating Results by Geographic Region

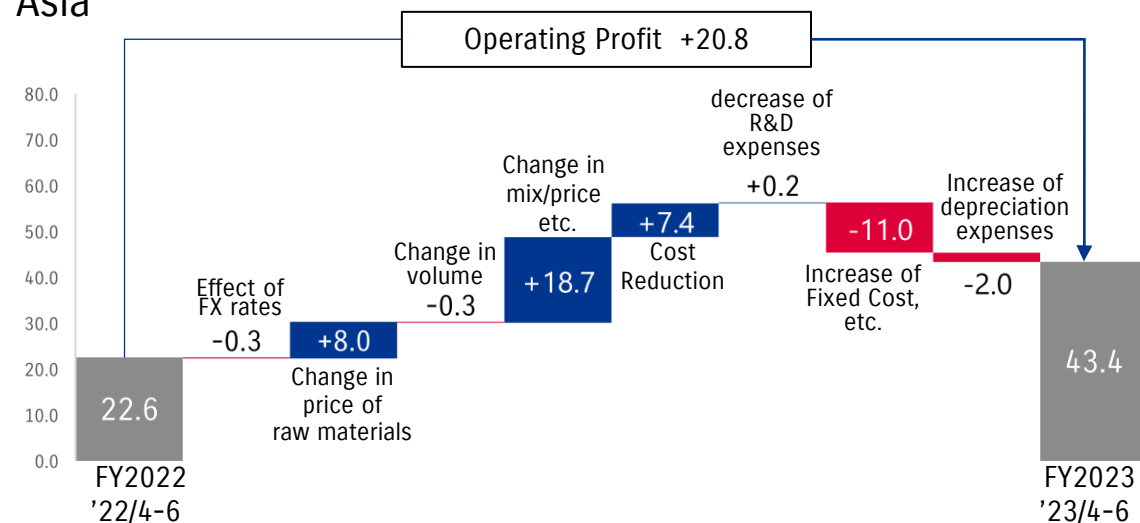
	'23/4-6				
	Sales		Operating profit		
		Yr/Yr		Yr/Yr	Margin
Japan	644.8	+16.6%	65.2	+23.1%	10.1%
Europe	211.8	+62.5%	8.6	+277.5%	4.1%
Asia	657.4	+10.9%	43.4	+91.7%	6.6%
Others	100.0	-3.9%	4.9	-38.7%	4.9%
Total	1,208.9	+13.7%	99.8	+33.9%	8.3%



## Europe



## Asia



# Full Year Forecast | Highlights



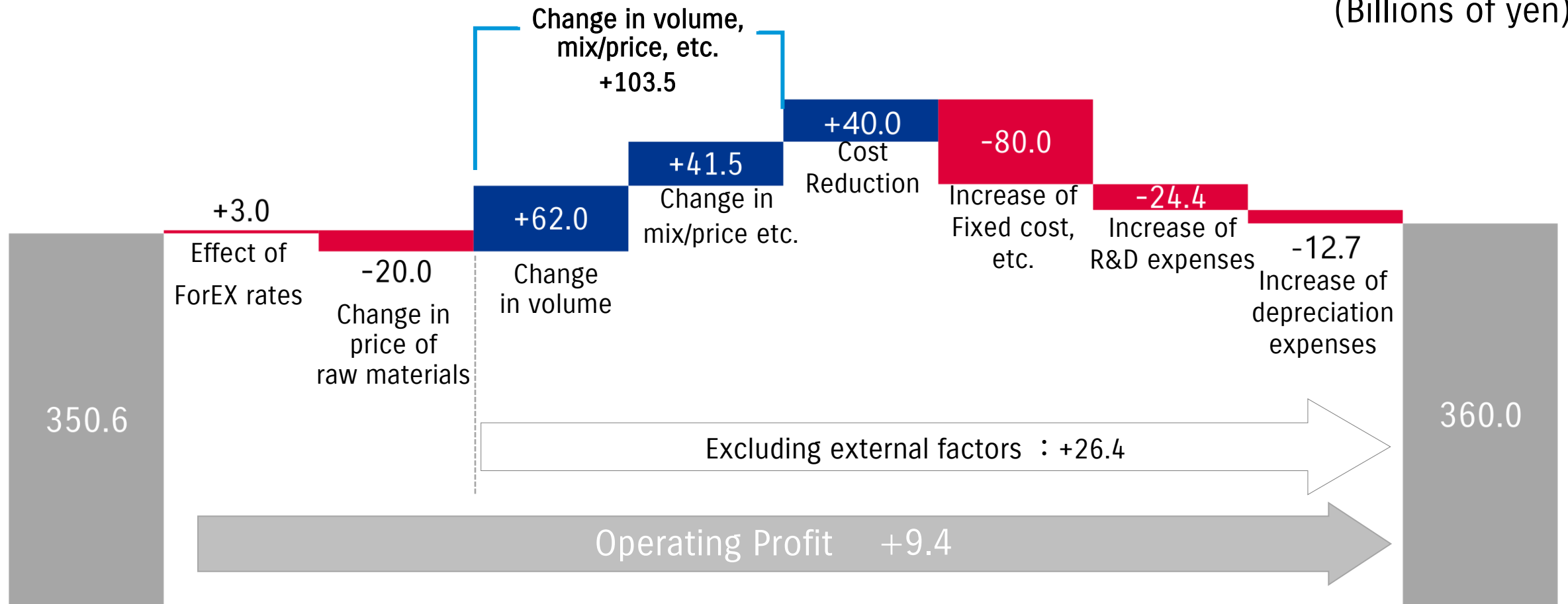
(Billions of yen)		FY2023 ( '23/4-'24/3)	FY2022 ( '22/4-'23/3)	Change		Record	Comparison with previous forecast	
					Ratio		FY2023	Change
Consolidated Financial Results	Net Sales	5,000.0	4,641.6	+358.4	+7.7%	Increase for the 3rd consecutive period	4,900.0	+100.0
	Operating Profit (Margin)	360.0 (7.2%)	350.6 (7.6%)	+9.4	+2.7%	Increase for the 2nd consecutive period	330.0 (6.7%)	+30.0
	Ordinary Profit (Margin)	370.0 (7.4%)	382.8 (8.2%)	-12.8	-3.3%	Decrease for the first time in 4 periods	340.0 (6.9%)	+30.0
	Profit* (Margin)	210.0 (4.2%)	221.1 (4.8%)	-11.1	-5.0%	Decrease for the first time in 4 periods	190.0 (3.9%)	+20.0
FX Rates	US Dollar	134 yen	136 yen	-2 yen	-1.1%		130 yen	+4 yen
	Euro	148 yen	141 yen	+7 yen	+5.0%		142 yen	+6 yen
	Indian Rupee	1.64 yen	1.70 yen	-0.06 yen	-3.5%		1.60 yen	+0.04 yen
Global Sales Volume (Thousand units)	Automobile	3,181	3,000	+181	+6.0%		3,186	-5
	Motorcycle	1,919	1,860	+59	+3.2%		1,941	-22
Cash Dividends	Annual cash dividends per share	100 yen or more	100 yen	-	-	-	100 yen or more	-

\*Profit attributable to owners of parent

# Full Year Forecast | Factors of Change in Operating Profit • Compared with FY2022



(Billions of yen)



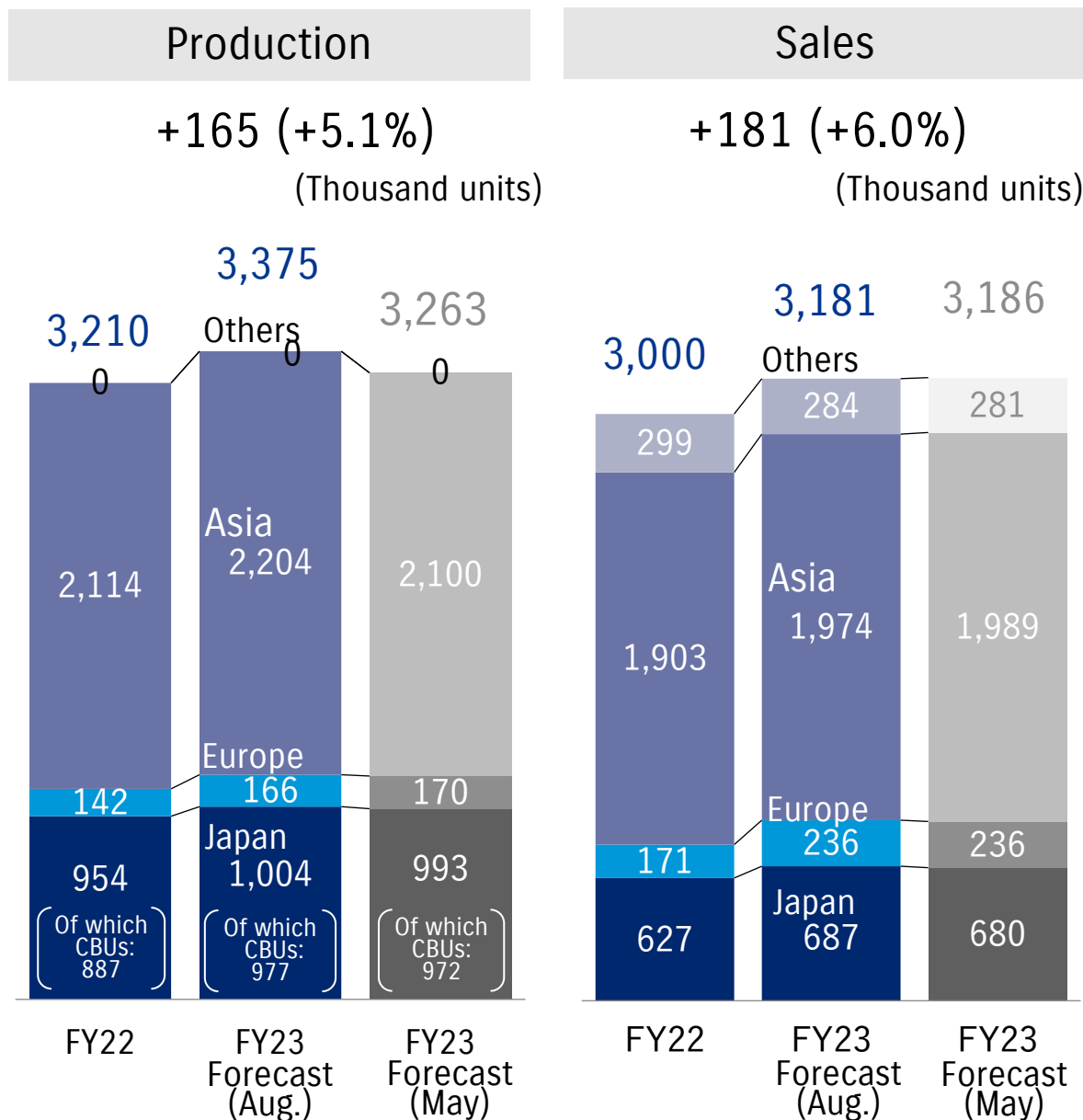
FY2022 Full Year Results

'22/4-'23/3

FY2023 Full Year Forecast

'23/4-'24/3

# Full Year Forecast | Production and Sales Volume of Automobiles



## ● Production Volume

	(Thousand units)	FY2023	FY2022	Change	Ratio	Revised Units from May
Total		3,375	3,210	+165	+5.1%	+112
Japan		1,004	954	+50	+5.2%	+11
Europe		166	142	+24	+16.8%	-4
Asia		2,204	2,114	+91	+4.3%	+105
Others		0	0	+0	-	+0

## ● Sales Volume

Total	3,181	3,000	+181	+6.0%	-5
Japan	687	627	+60	+9.6%	+7
Europe	236	171	+65	+37.7%	-0
Asia	1,974	1,903	+71	+3.7%	-15
India expected to outpace market growth (+5-7% year-on-year)					
Others	284	299	-15	-5.0%	+3



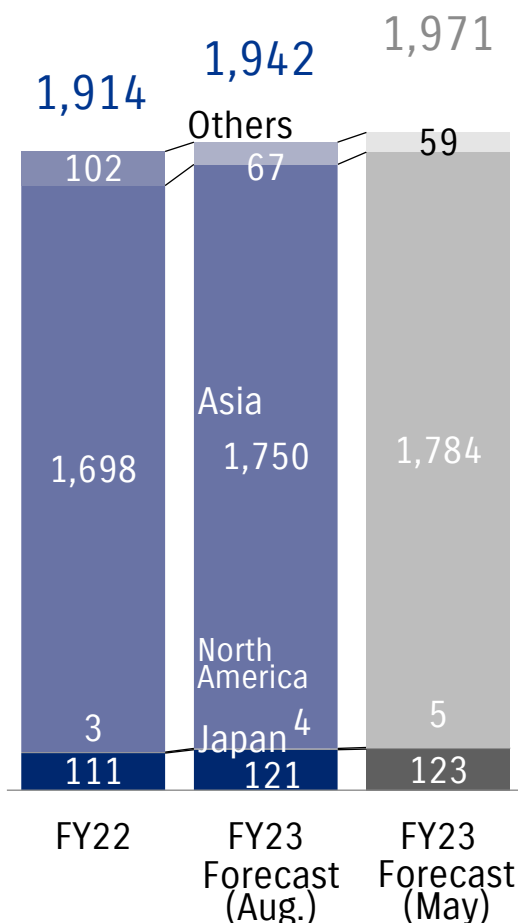
# Full Year Forecast | Production and Sales Volume of Motorcycles



## Production

+28 (+1.5%)

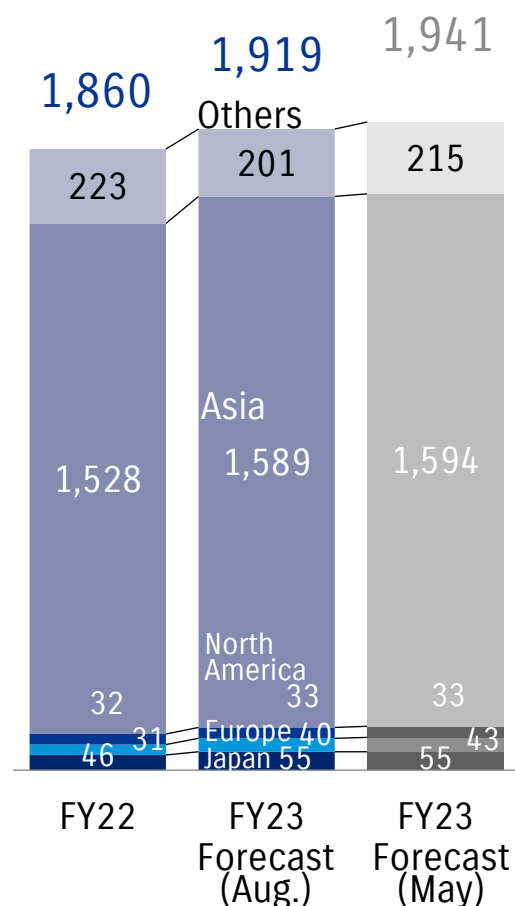
(Thousand units)



## Sales

+59 (+3.2%)

(Thousand units)



## Production Volume

	(Thousand units)	FY2023	FY2022	Change	Ratio	Revised Units from May
Total		1,942	1,914	+28	+1.5%	-29
Japan		121	111	+10	+9.0%	-2
North America		4	3	+1	+20.9%	-1
Asia		1,750	1,698	+52	+3.1%	-34
Others		67	102	-35	-34.1%	+9

## Sales Volume

		FY2023	FY2022	Change	Ratio	Revised Units from May
Total		1,919	1,860	+59	+3.2%	-22
Japan		55	46	+9	+20.8%	±0
Europe		40	31	+9	+30.1%	-3
North America		33	32	+1	+2.8%	+0
Asia		1,589	1,528	+61	+4.0%	-5
Others		201	223	-21	-9.5%	-14



#### Caution with respect to Forward-Looking Statements

- The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.
- Please note that the future results may greatly vary by the changes of various factors.
- Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates (mainly U.S. dollar/Yen rate, Euro/Yen rate, Indian Rupee/Yen rate).