Suzuki Motor Corporation
Technology Strategy Briefing 2025

September 9, 2025

Representative Director
and President,
Suzuki Motor Corporation

Toshihiro Suzuki

Reflection: Technology Strategy 2024 for 10 Years Ahead

Technology Philosophy

Minimization of Energy by Sho-Sho-Kei-Tan-Bi

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First, let me begin by looking back on the "Technology Strategy 2024 for 10 Years Ahead" that we announced last year.

Last year, focusing on Suzuki's challenging technological developments and teamwork both inside and outside the company, as well as our efforts toward environmental and energy issues, we announced five pillars of technology development based on the philosophy of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" with the technology philosophy of minimization of energy to realize a carbon-neutral society.

This approach aims to reduce environmental impact by minimizing the energy required consistently—from manufacturing to driving to recycling—and thereby contribute to the realization of a sustainable society.

Now, I would like to report on the progress of our efforts toward minimizing energy consumption.

Progress in Minimization of Energy

①Light-weight and Safety Body Sライト

Current : -80kg
Target : -100kg — Pursuing “Just Right” Optimization

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The first pillar is the development of Light-weight and Safety body, known as the S Light project.

Last year, we announced our goal to reduce vehicle weight by 100kg.

By studying previous generations of the Alto and collaborating across our motorcycle, automobile, and outboard motor divisions, we’ve already identified a path to achieve an 80kg reduction.

From here, we will refine every component—even down to individual bolts—to ensure performance while achieving “Just Right” optimization across the entire system.

Our goal remains a total 100kg weight reduction.

Progress in Minimization of Energy

②High-efficiency ICE/CNF Technology

・Super Ene-Charge
Hybrid system leveraging Suzuki's lightweight vehicles.
Fuel efficiency targets achieved
・CNF Technology (India)
E20　compatible for all models
FFV　Motorcycle mass production started
Automobile launch planned this fiscal year

Super Ene-Charge

Automobile・Motorcycle FFV model

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The second pillar is fuel-efficient internal combustion engines and carbon-neutral fuel technologies.

The "Super Ene-Charge" system we introduced last year is being developed in advance as a hybrid system that is just right for lightweight vehicles, and we have now a clear prospect of achieving the targeted performance.

As for carbon-neutral fuel technologies, we have already begun deployment in India. All motorcycle and automobile models are now compatible with E20 fuel, mass production of FFV models for motorcycles has already started, and development is underway to launch FFV models for automobiles within this fiscal year.

Progress in Minimization of Energy

③Lean-Battery BEV/HEV

④ SDVライト right

e VITARA

e-ACCESS

Note: Images are overseas specification models

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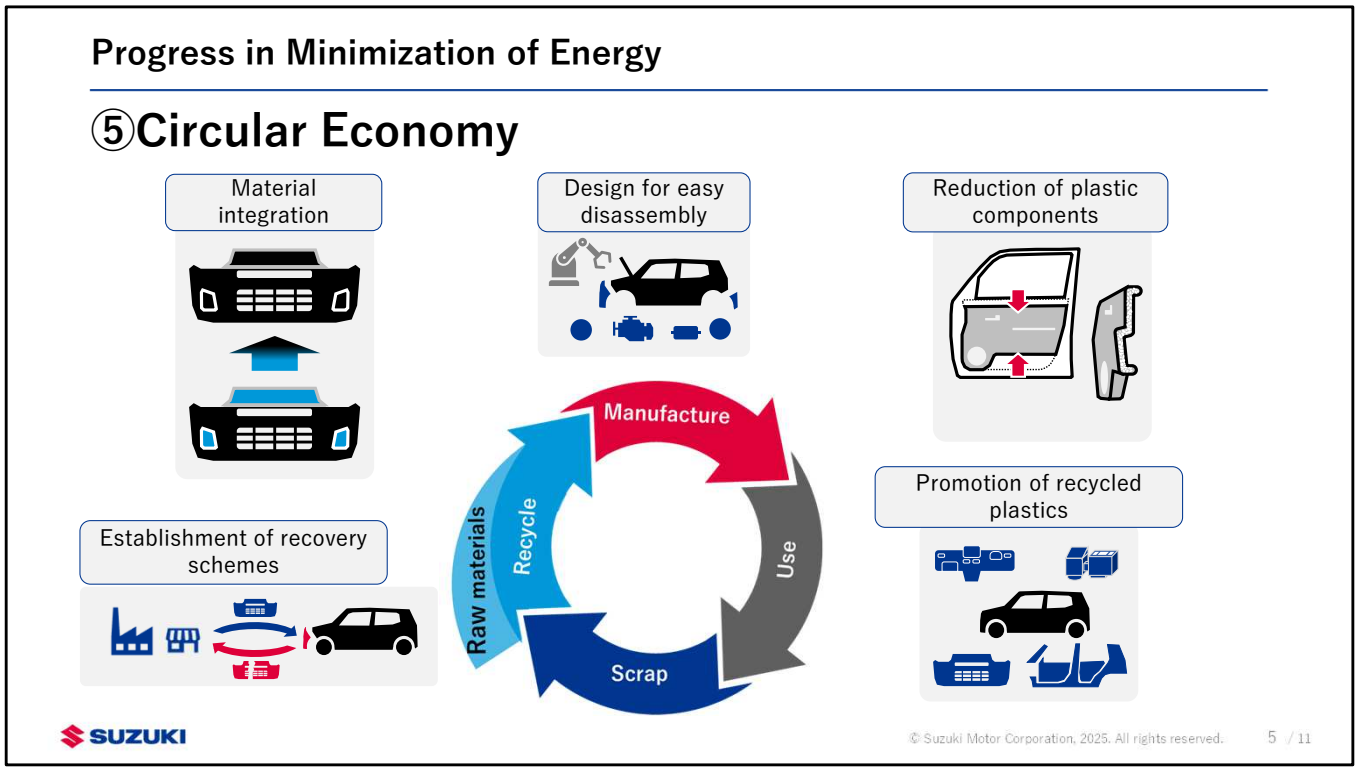
The third pillar is battery-lean BEVs and HEVs.
Recently, we unveiled Suzuki's first battery EV, the new e VITARA in the overseas market. It is a lean-battery BEV that combines the advanced features of an EV, the robust character of an SUV, and a just-right driving range.

Similarly, the e-Address announced in India is also positioned as a lean battery, just-right electric scooter.

Furthermore, the e VITARA incorporates the concept of SDV right, which is the fourth pillar, equipping the B-segment SUV with carefully selected functions that Suzuki considers "just right" for customers, along with valuable electrical components.

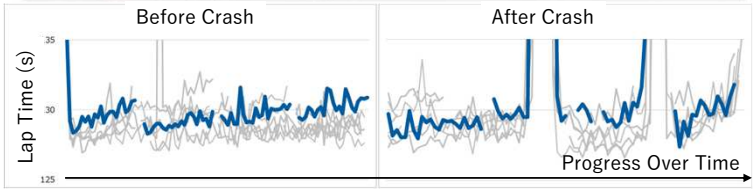


Next is progress of the fifth pillar, circular economy.

This includes:
•Material integration for easier recycling
•Design for easy disassembly
•Reduction of plastic components in coordination with the S Light project
•Use of recycled plastics
•Establishment of recovery schemes

These efforts are progressing steadily, and we plan to implement them in future products.

Toward Carbon Neutrality (CN Challenge)



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Technology development based on the philosophy of minimization of energy also serves to inspire a spirit of challenge both inside and outside the company, fostering strong teamwork.

This was also evident in the “Team Suzuki CN Challenge,” which once again took on the Suzuka 8 Hours Endurance Road Race this year, following last year’s participation.
The team, composed entirely of volunteer Suzuki employees except for the riders, competed with a machine powered by 100% sustainable fuel and equipped with components made from sustainable materials including tires, oil, fairings, brakes, etc.
Unfortunately, during the race, the team encountered an accident in which the machine was thrown through the air in a crash and damaged. However, everyone worked together to complete repairs within an hour, enabling the team to return to the race. They went on to finish in 33rd place overall, maintaining lap times comparable to those before the accident.
Moreover, those lap times were on par with the leading group, clearly demonstrating the potential of sustainable components.
Although the result was disappointing, our employees gained something truly invaluable from this experience.

Toward Carbon Neutrality (Biogas)

Suzuki's CNG Vehicles × Cow Dung → Biogas → Organic Fertilizer

Combining existing resources to create new value

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One of Suzuki's unique initiatives toward realizing a carbon-neutral society is our biogas business.

This project aims to convert the manure from India's 300 million cattle into biogas—a carbon-neutral fuel—and organic fertilizer.
The biogas will be used directly in CNG vehicles, which already account for one out of every three vehicles sold by Maruti Suzuki.
By combining what already exists—naturally available cow dung and the existing fleet of CNG vehicles—we can contribute to minimizing energy consumption.
Suzuki, together with India's dairy cooperatives, is constructing biogas production plants, which will begin operations sequentially from 2025.
Purchasing cow dung will not only help improve the incomes of rural communities—home to one billion people—but will also contribute to India's national goals of self-sufficiency in energy and fertilizer.

Suzuki will continue to advance its biogas business in step with India's robust growth, working toward the realization of a carbon-neutral society.

Toward Carbon Neutrality (Manufacturing)

Suzuki Smart Factory

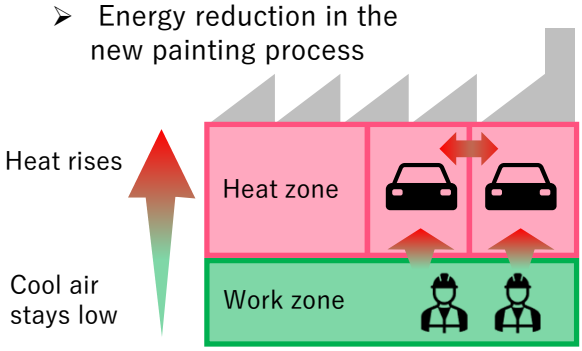
SUZUKI SMART FACTORY

Visualizing operations
through digital technology

Improved Quality and Productivity

Minimization of Energy
in Manufacturing

➢ Energy reduction in the new painting process



Energy efficiency through zoning

New Paint Plant at Kosai Factory
— Operational from June 2025

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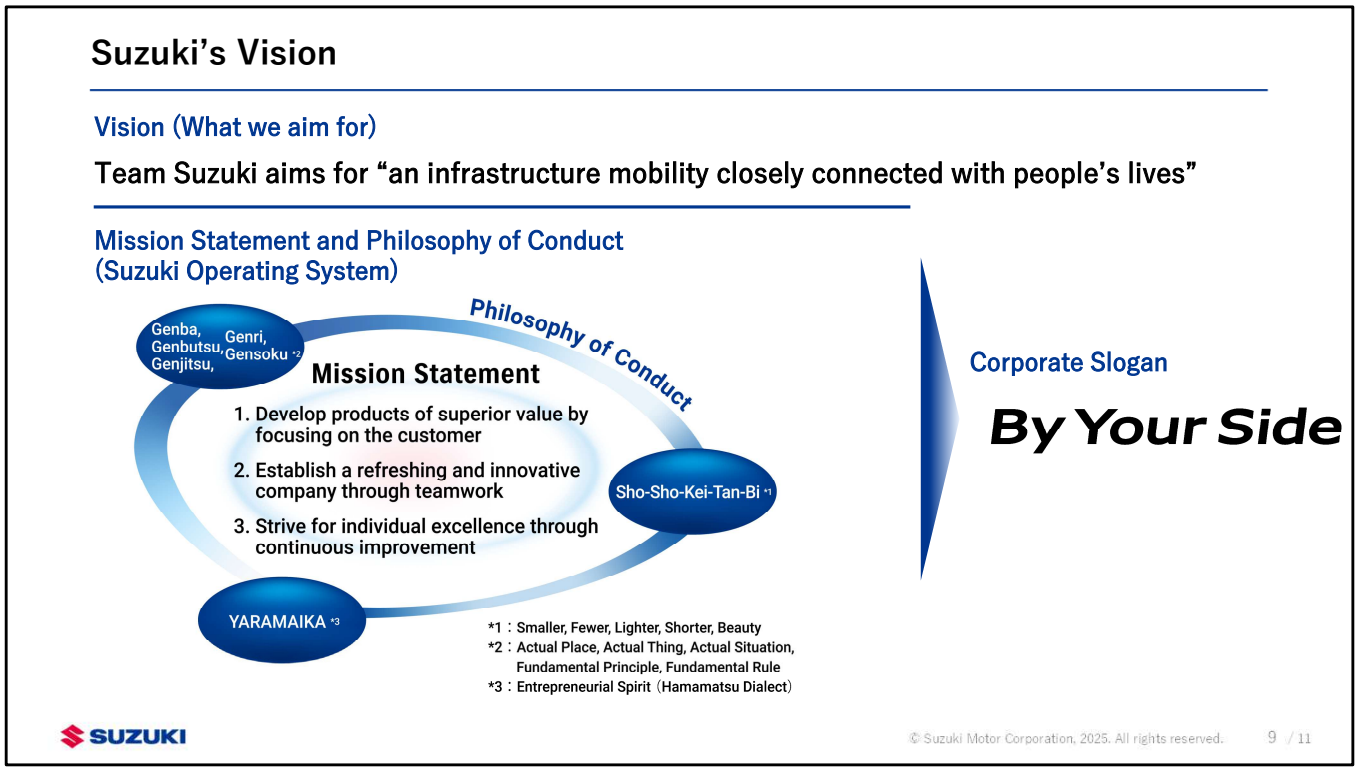
In the production domain as well, we are making progress toward realizing a carbon-neutral society.

We are advancing a project called the “Suzuki Smart Factory,” which utilizes digital technologies to visualize operations, improve quality and productivity, and at the same time minimize energy consumption in manufacturing.

At the newly opened painting plant at our Kosai Plant, we have significantly reduced energy usage by implementing zoning based on the principle that hot air rises and cool air stays low, thereby improving energy efficiency.

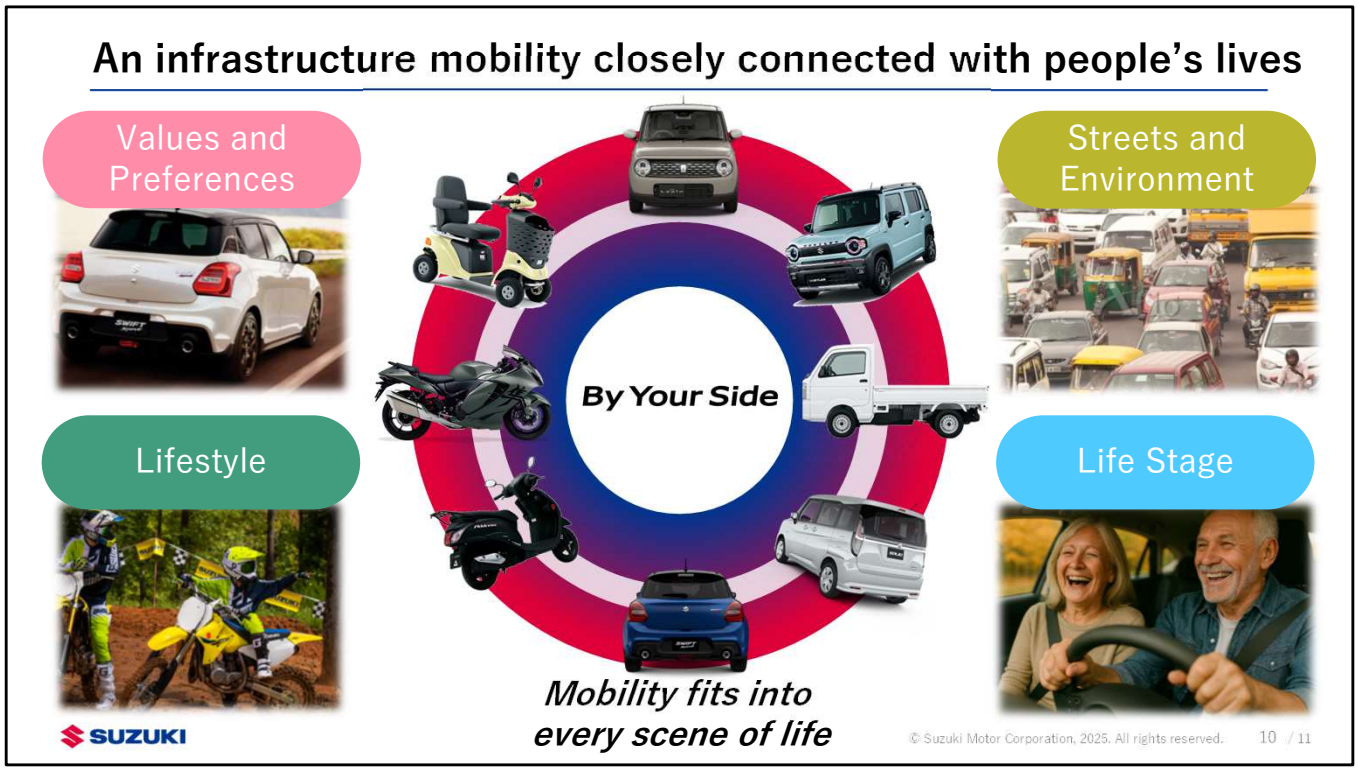


In February 2025, we announced our new mid-term management plan.

We set our vision as: "Team Suzuki aims for Mobility Closely Connected to Everyday Life," with the corporate slogan "By Your Side."

We also updated our Philosophy of Conduct, which is Suzuki's OS (Operation System).
Out of this philosophy in the upper left corner, the company has updated the "Genba, Genbutsu, Genjitsu" by adding "Genri, Gensoku" to it and thereby making it "Genba, Genbutsu,Genjitsu, Genri, Gensoku". In English, it means "Actual Place, Actual Thing, Actual Situation, Fundamental Principle, Fundamental Rule".

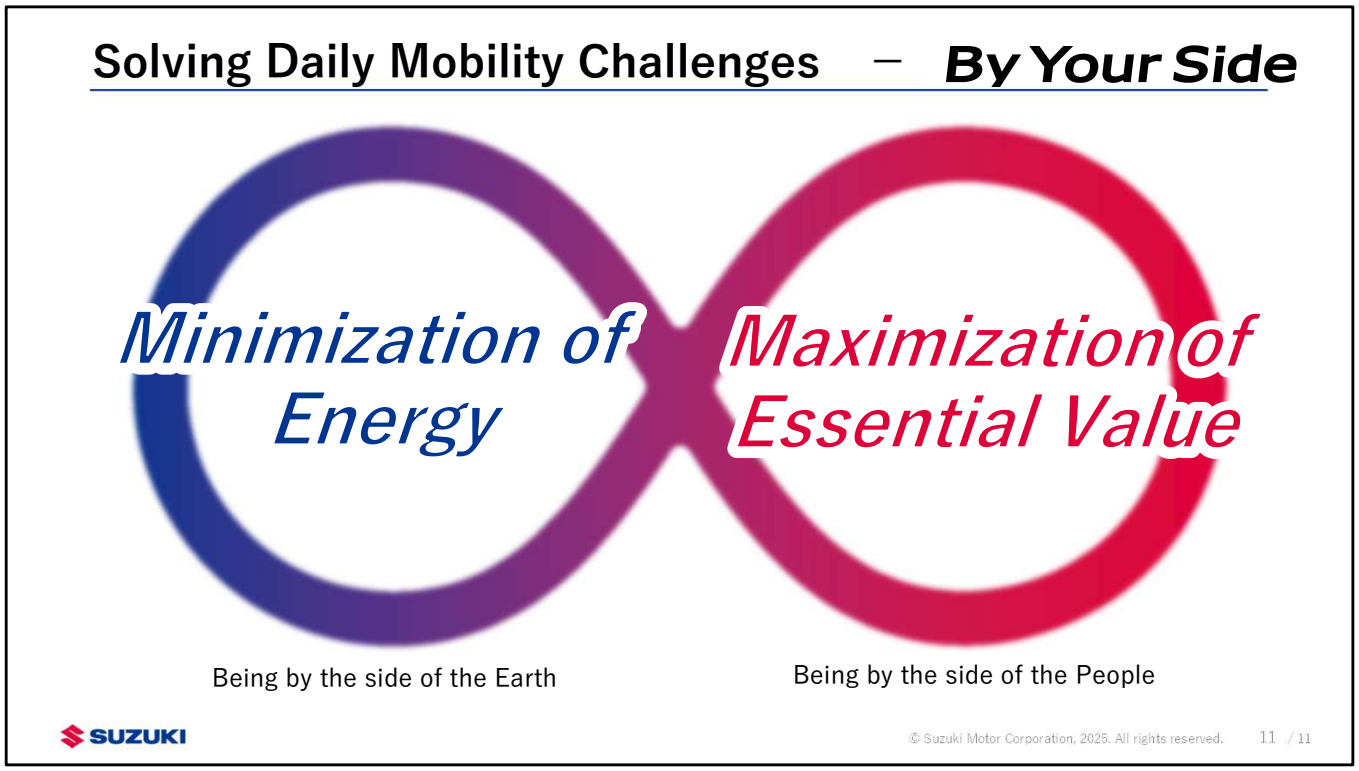
"Genri (Fundamental Principle) refers to the fundamental scientific principles of nature, and as of now, we have not necessarily reached to the core understanding of these principles. However, with the technological advancements leading to improvement in the resolution (ability to get into finer details), our ability to grasp the "Actual Place, Actual Thing, Actual Situation" increases, and we can explore more deeply than ever before and gradually approach closer to the "Fundamental Principle". While the "Fundamental Principle" becomes more clearly visible with such efforts, we further organize it by taking into consideration current period and surrounding circumstances so as to evolve and update the "Gensoku (Fundamental Rule)", and ultimately raise the level of problem-solving.



Guided by our Philosophy of Conduct, Suzuki aims to stand by everyone's side and become an infrastructure mobility closely connected with people's lives.

We believe it is our mission to stand by people in every situation and to steadily build up technologies that deliver essential value.

We will create technologies that maximize the essential value felt by our customers and provide mobility that supports them in every scene of their lives.



Suzuki's technology strategy is based on the philosophy of minimization of energy—technology that stays by the side of the Earth.
At the same time, we aim to maximize the essential value of mobility—technology that stays by the side of the People.
Through our slogan "By Your Side," we will continue to provide products and services that solve social challenges in daily mobility.

Please look forward to the future of Suzuki.


SUZUKI
By Your Side

Suzuki Technology Strategy 2025

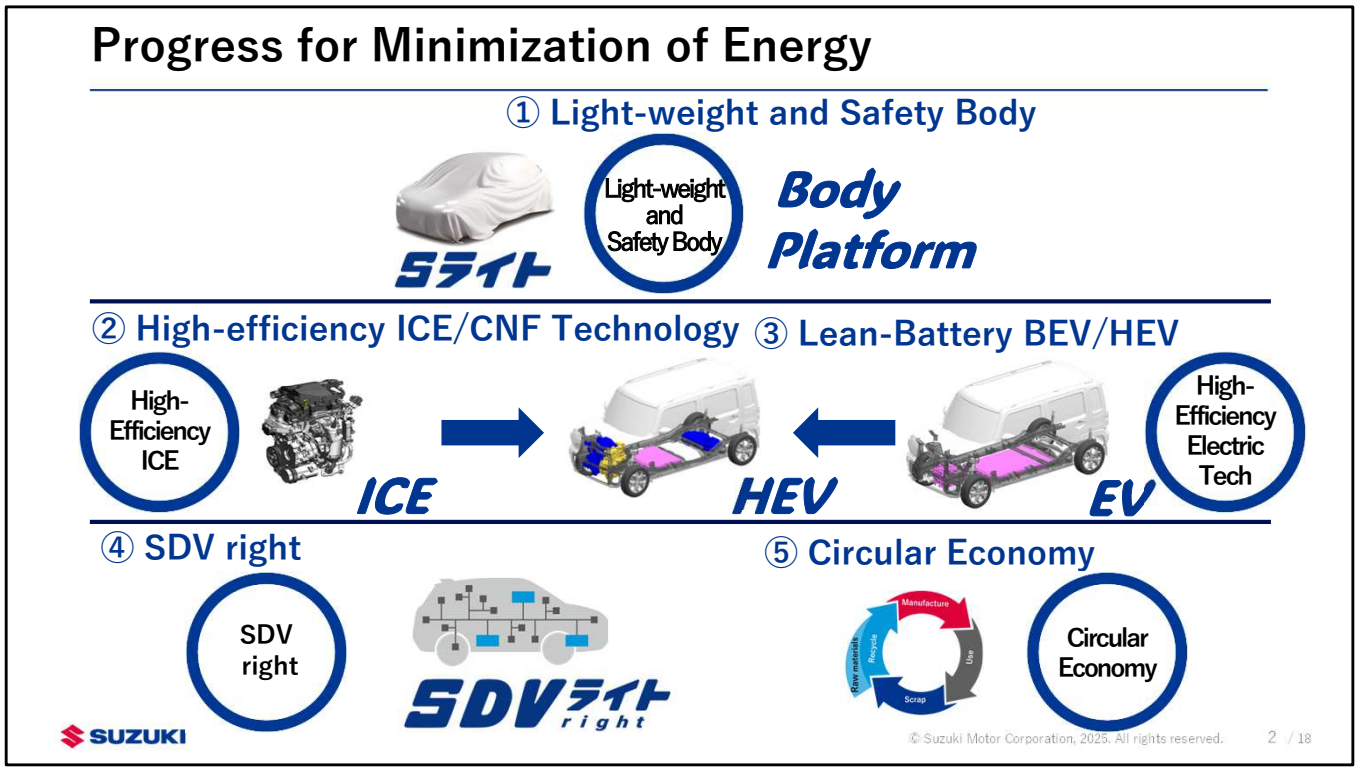
September 9, 2025

Director and Executive Vice President
Chief Technology Officer
Suzuki Motor Corporation

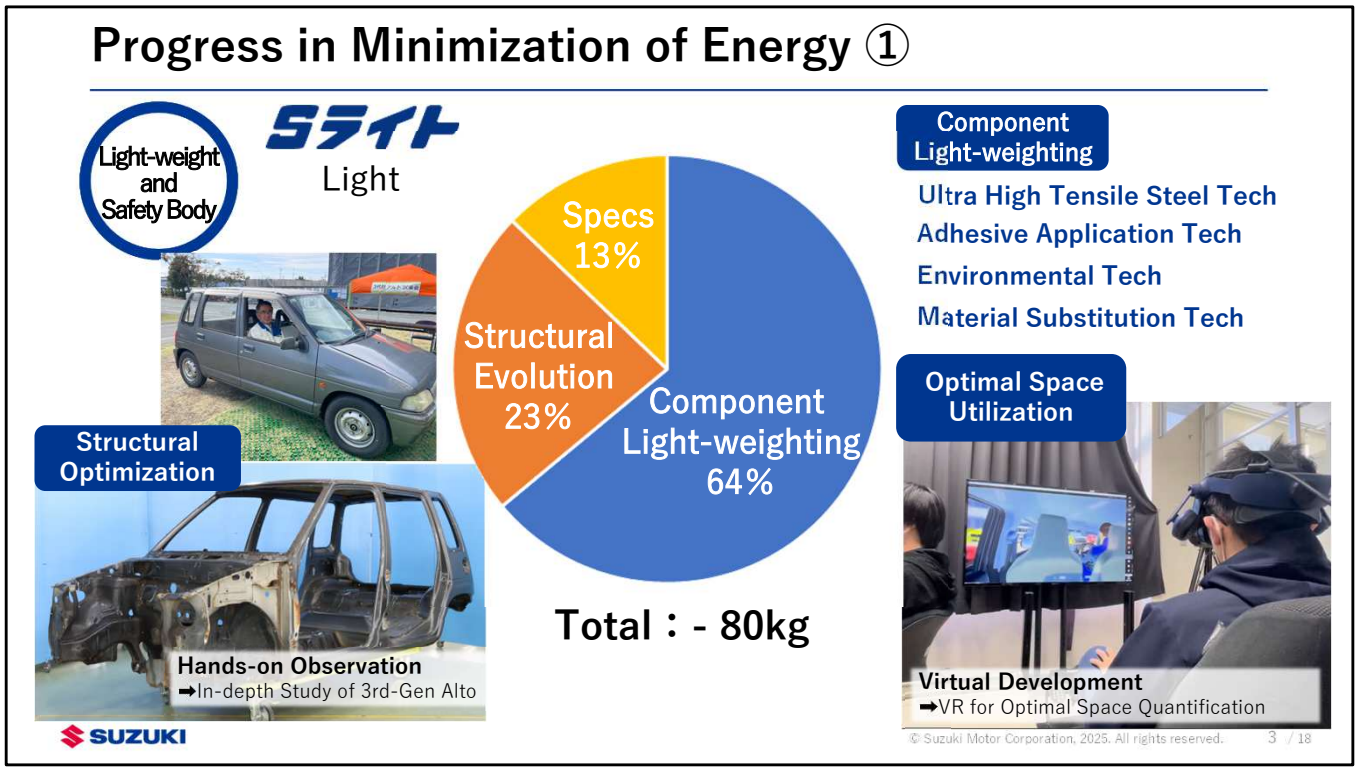
Katsuhiro Kato

In our Technology Strategy 2024 announced last year, we focused on environmental and resource challenges toward realizing a carbon-neutral society.

We introduced the concept of “Minimization of Energy” and, based on our philosophy of Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty), we established five key pillars to guide our technology development efforts.



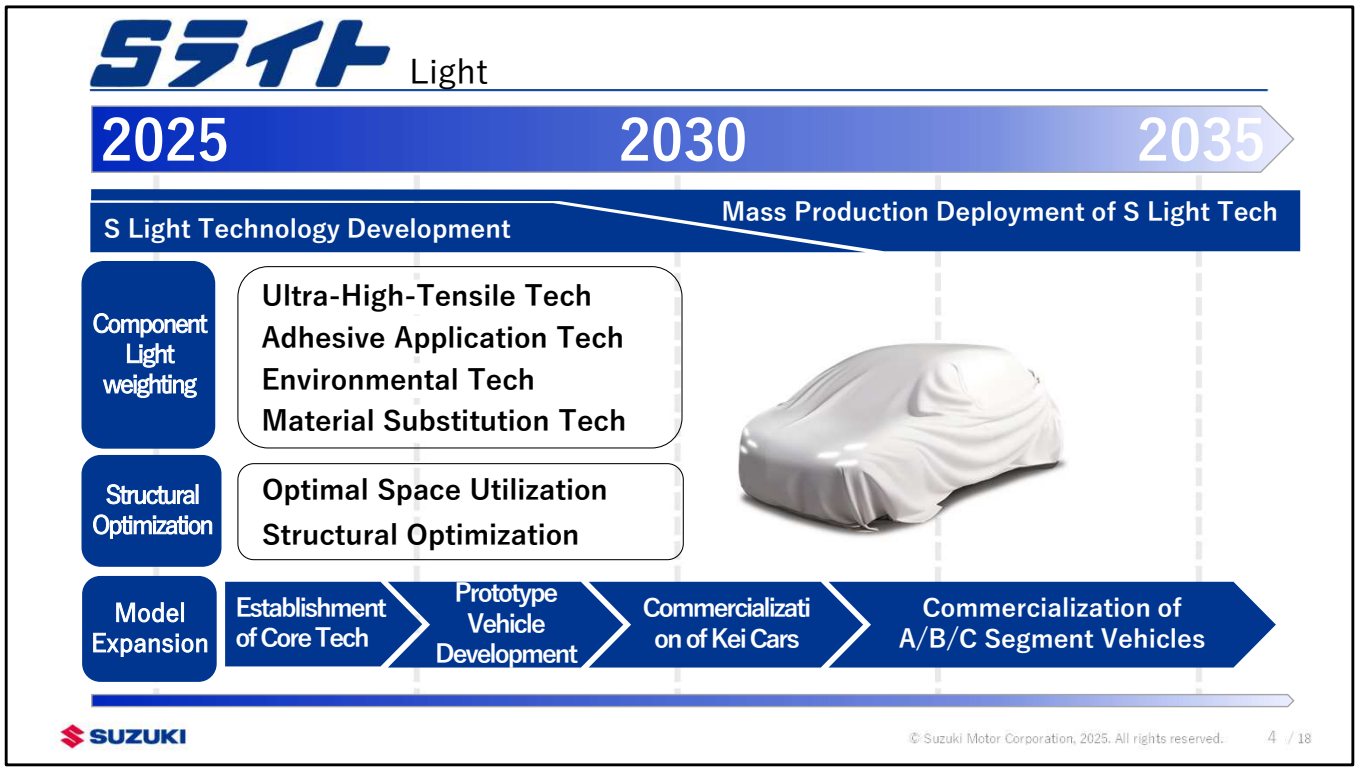
These are the five pillars we introduced last year.
I would now like to provide an update on the progress we have made in each of these areas since then.



The first pillar is the development of a light-weight and safe body — the S Light project.
We formed a cross-functional team across the company and have already achieved an 80kg weight reduction. We continue working toward our goal of 100kg.This reduction is categorized into three areas: 50kg from component light-weighting, 20kg from structural evolution, and 10kg from specification review.

For component light-weighting, we are balancing performance and cost while applying the latest technologies.
For structural evolution, we thoroughly studied the first-generation Alto and the third-generation Alto, which serves as our weight benchmark.
We revisited the dimensions and shapes from scratch, asking what constitutes a “just right” space, and how to fulfill necessary functions while improving safety.

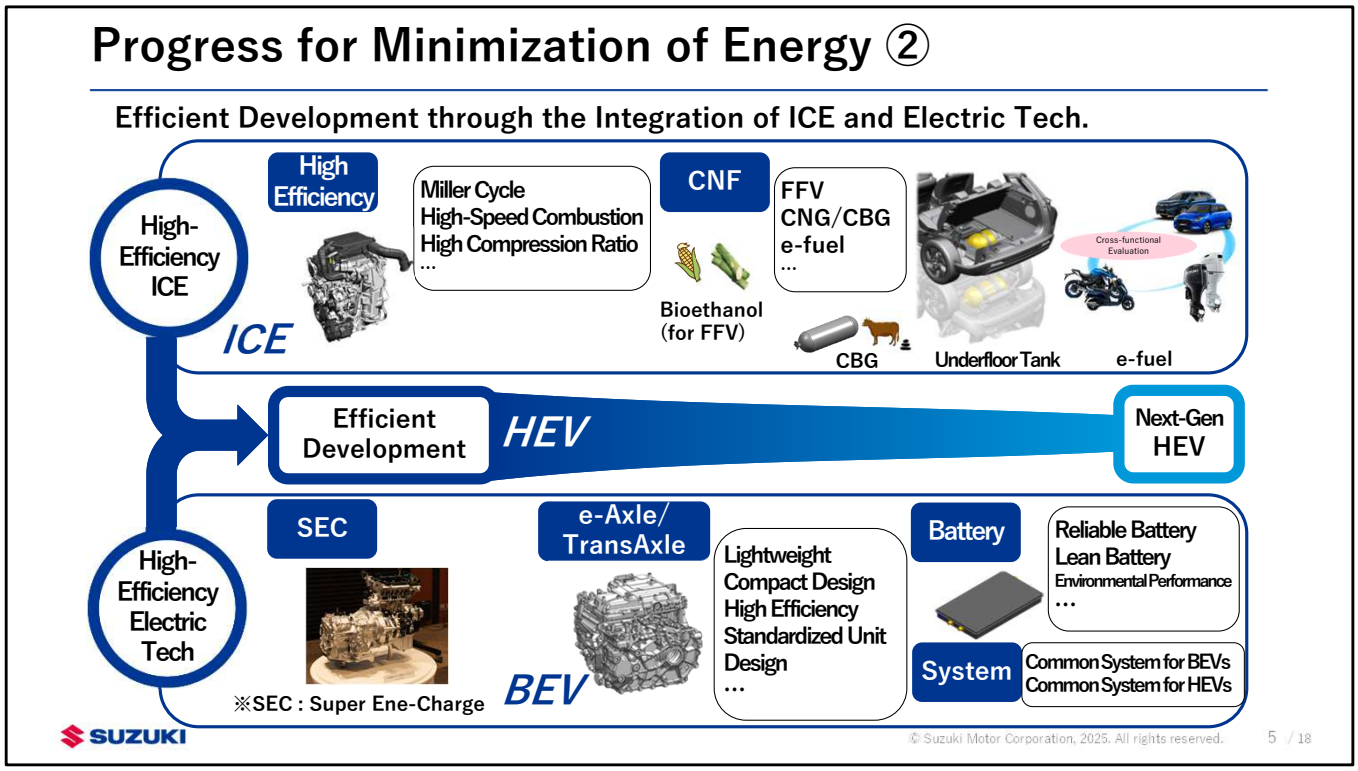
In addition to internal collaboration, we are also exchanging ideas with other industries to find hints for further weight reduction — even down to “1 gram lighter.
27 years ago, in 1998, when Kei car regulations were revised, Suzuki launched a campaign to reduce “1 part, 1 yen, 1g.”
We are returning to this spirit and continuing our efforts by drawing on the wisdom of our predecessors.



Let me now share our future plans.

We aim to complete the prototype development of the S Light project by 2030. Products incorporating S Light technologies will first be introduced in Kei cars, and then expanded to A, B, and C segments. This mainly involves redesigning vehicle structures.

Meanwhile, for component light-weighting technologies, we plan to apply them to new models as they are established — meaning we will begin reducing weight even before 2030.



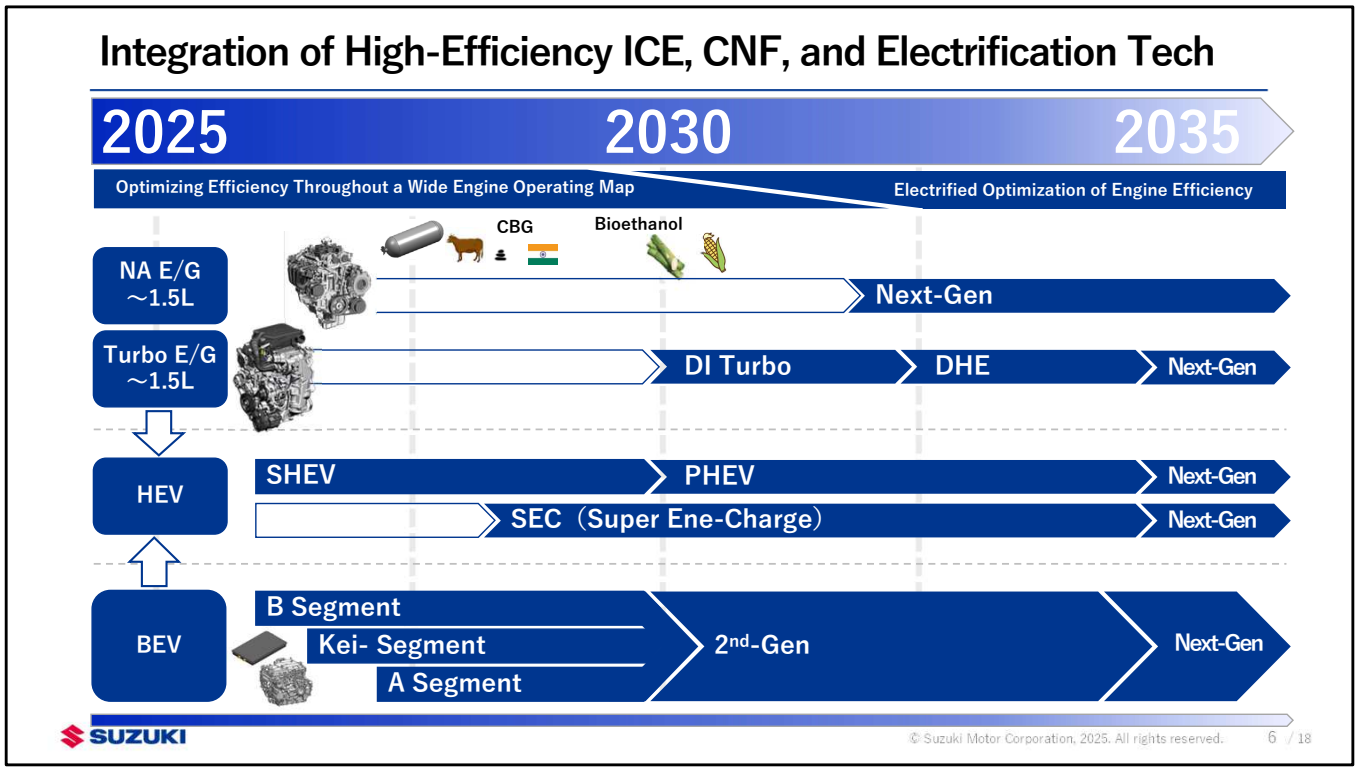
Next, I'll explain Suzuki's future powertrain strategy, which combines the second pillar — high-efficiency internal combustion engines — and the third pillar — battery-lean electric technologies.

For ICEs, we're improving combustion efficiency through high-speed combustion, high compression ratios, and the Miller cycle, while also advancing compatibility with carbon-neutral fuels.

In India, we started introducing E20 bioethanol-compatible engines this April, and plan to launch FFVs that support up to 85% bioethanol within this fiscal year.
We're also building CBG plants and adapting our CNG vehicles to carbon-neutral fuels.

For the CNG model of the all-new VICTORIS launching this year, the CNG tank has been moved from the cargo area to under the floor to improve usability.

On the electric side, our 48V Super Ene-Charge system has completed feasibility studies and entered the next development phase. SHEV development is also progressing.
We're developing systems that are efficient, offer the just right driving range, and ensure safety and reliability — tailored to each vehicle's size, class, and usage.

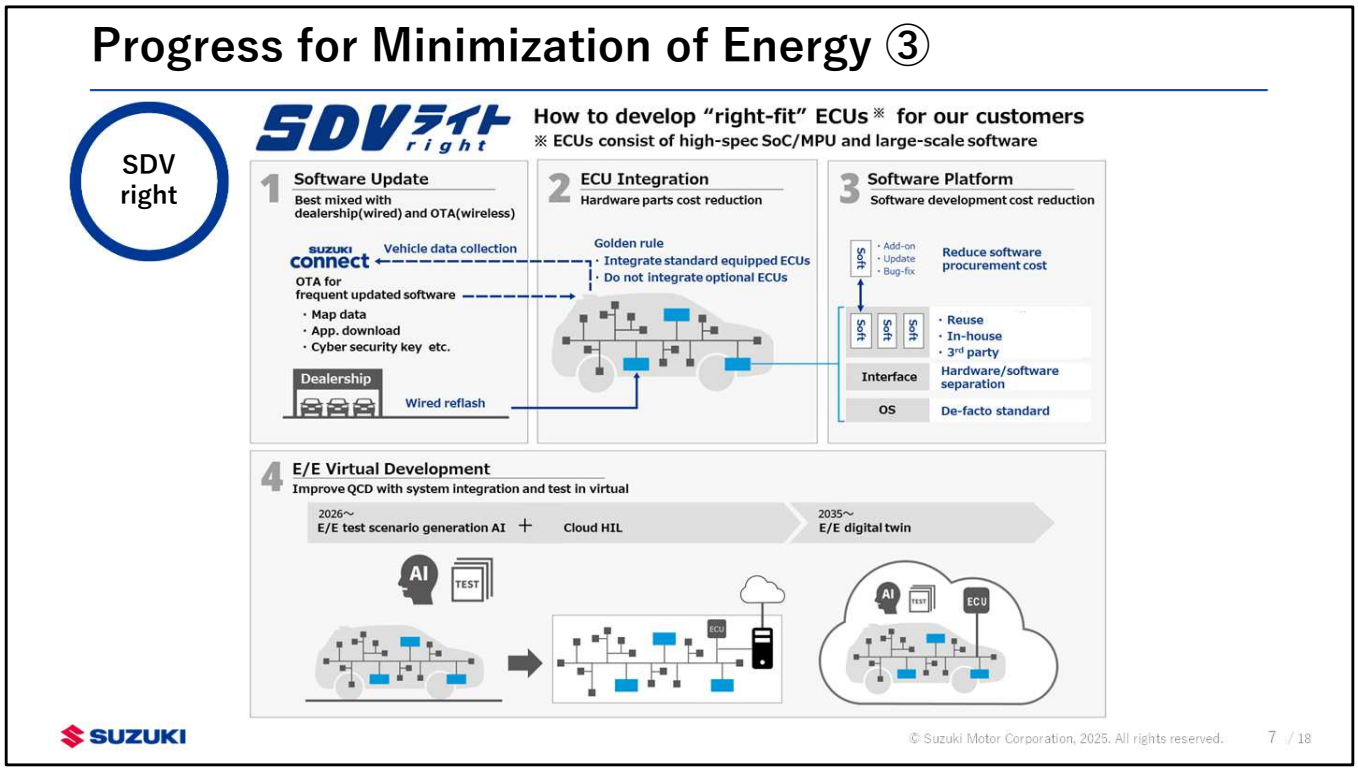


Our future plans are outlined in this chart.

In addition to energy efficiency and energy density, we are developing high-efficiency internal combustion engines that use carbon-neutral fuels such as CBG and bioethanol. This is one of our main pillars. The other is electrification technologies and hybrid systems that combine them. This multi-pathway approach has been our strategy and will continue to be.

For ICEs, we are continuing development of high-efficiency naturally aspirated and direct-injection turbo engines, as well as DHE engines (Dedicated Hybrid Engine). We are also working on technologies compatible with biogas and bioethanol, aiming for even greater efficiency. For HEVs, we will apply 48V systems to small, lightweight vehicles, and evolve from SHEV to PHEV depending on vehicle class, while pursuing system standardization and efficiency.

As for e-Axles and batteries, we are advancing through first, second, and next-generation technologies, developing systems that are just right for the future mobility society.

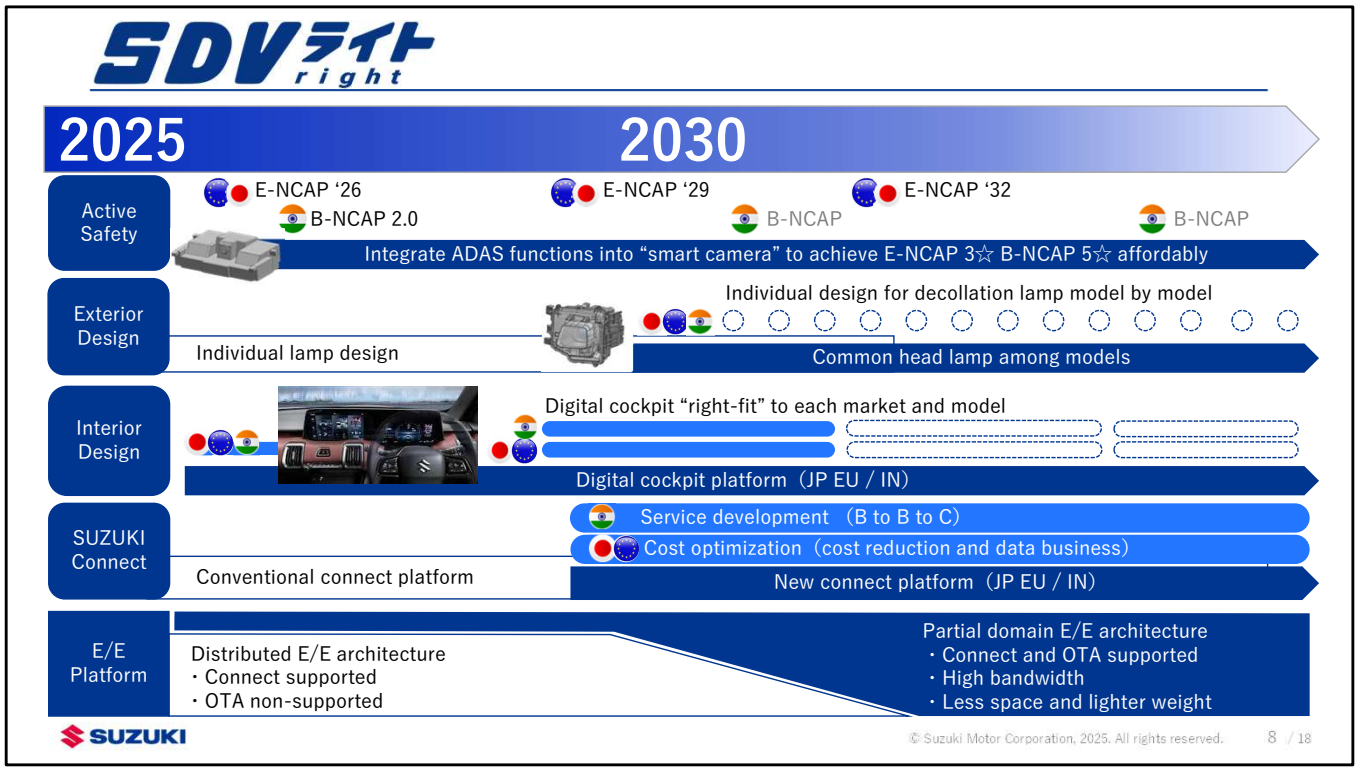


Next, I will introduce SDV right.

As electrification expands, electronic components are rapidly evolving, and vehicle equipment is becoming increasingly complex.
System-on-a-Chip (SoC) technology integrates multiple electronic systems into a single chip, enabling multifunctional control through complex software.
While this provides convenience to customers, it also imposes a burden of learning and adaptation.

Suzuki's SDV right is a method for delivering high-performance electronics that are "just right" for customers.
We avoid excessive features that go unused and aim for optimal functionality.
As the first step, we have applied SDV right to the e VITARA newly announced for the overseas market.
We provide features that are "just right" for customers in the B-segment SUV category.
These include an integrated display system, a server-linked navigation system, and the third-generation Suzuki Connect.

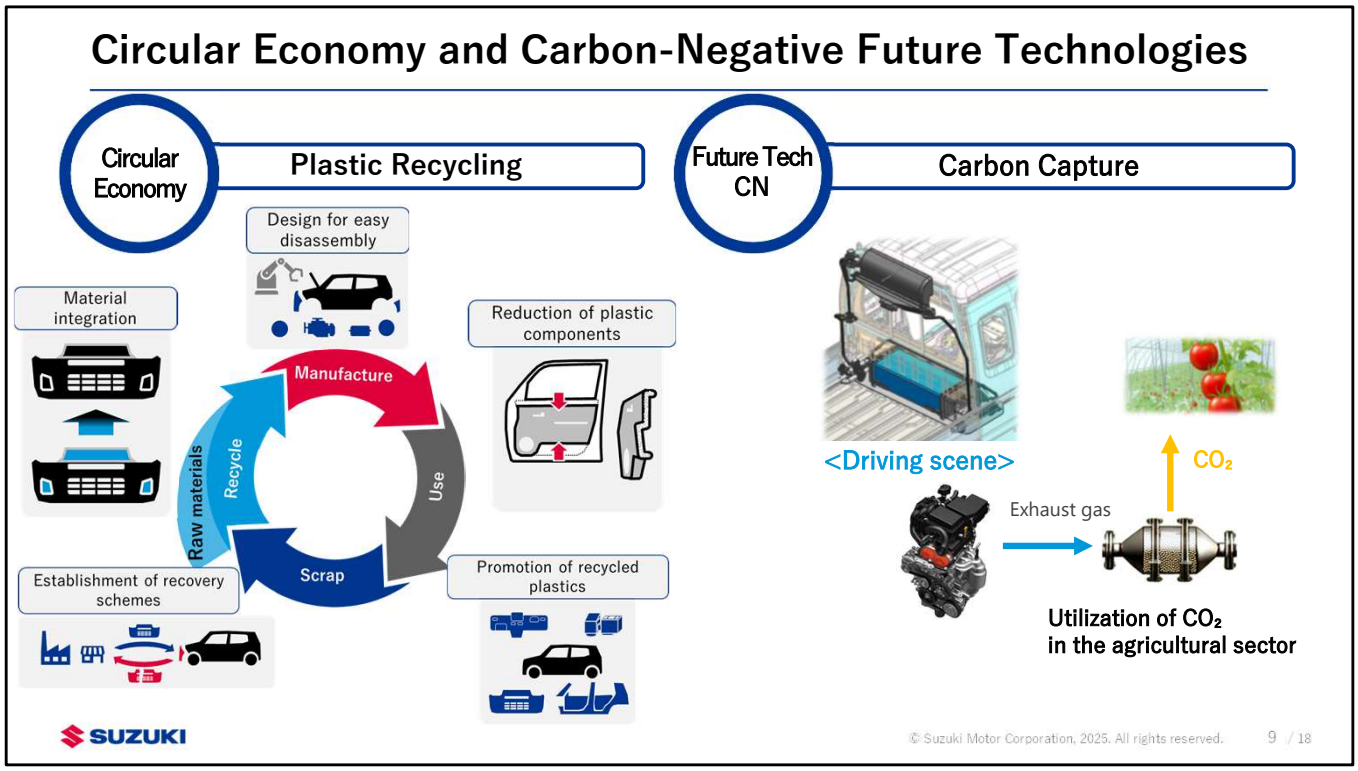
Our roadmap for future SDV right development is shown on the next slide.



First, we are enhancing active safety.
We are gradually integrating ADAS functions into intelligent cameras to achieve affordable NCAP performance.
While designing attractive decorative lamps for each model, we are also consolidating headlamp functions and reducing weight.
We are expanding digital cockpits that are just right for each market and vehicle class, integrating display modules, introducing AI-powered voice control, and enhancing Suzuki Connect services while optimizing costs — all according to the roadmap shown here.

We are also updating our electronic platforms to develop new systems that meet future requirements at low cost and appropriate size.
We aim to develop platforms that embody the Sho-Sho-Kei-Tan-Bi philosophy — Smaller, Fewer, Lighter, Shorter, Beauty.

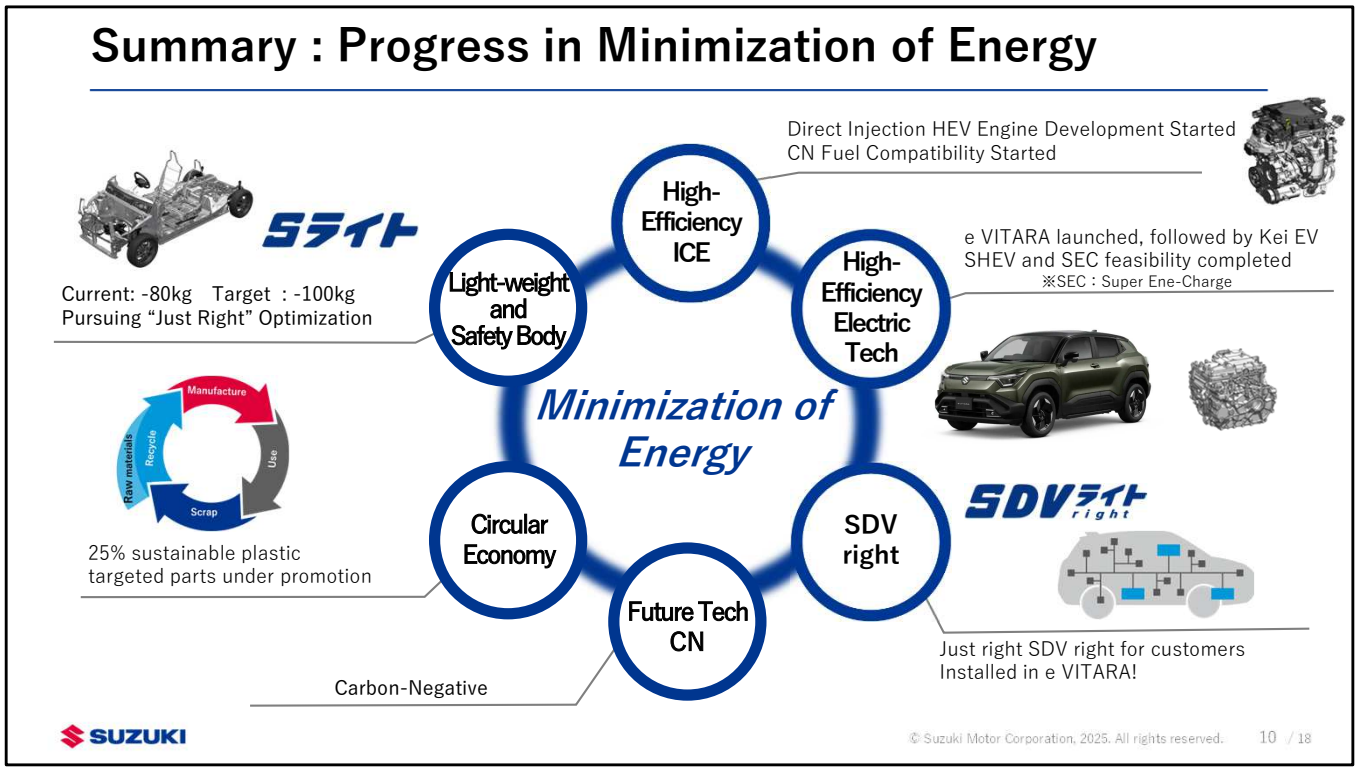
We recognize that SDV is a difficult concept to define, and we are committed to clarifying it through ongoing dialogue.
We will continue our efforts to deepen your understanding through today's session and future opportunities.



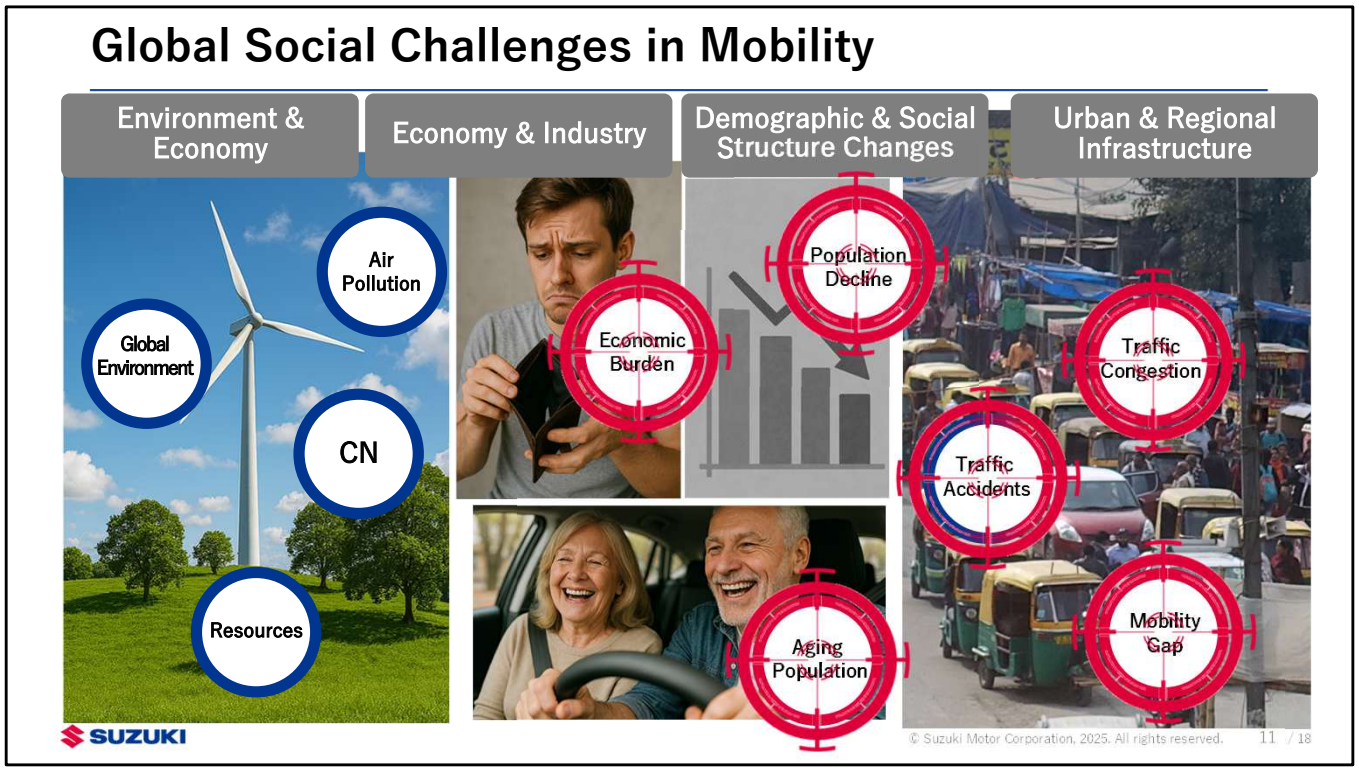
Next, I will talk about our circular economy.
One example is our response to plastic components highlighted in the ELV directive.
In collaboration with the S Light project, we are reducing plastic use in vehicles.
To promote recycled plastics, we are improving usage methods and building collection schemes with dealers, insurers, and regional hubs.
We are also developing disassembly-friendly design guidelines for each component to support recycling.

On the right is a new initiative: CN, meaning carbon-negative.
While improving ICE efficiency with biofuels, CO_2 emissions can't be zero unless all parts and fuels are fully renewable.
That's why we're exploring carbon-negative technologies that actively remove CO_2.

We are developing retrofit systems to capture CO_2 from vehicle exhaust and exploring its use in agriculture to promote plant growth.
Though still in the lab stage, we look forward to sharing progress through opportunities like today.

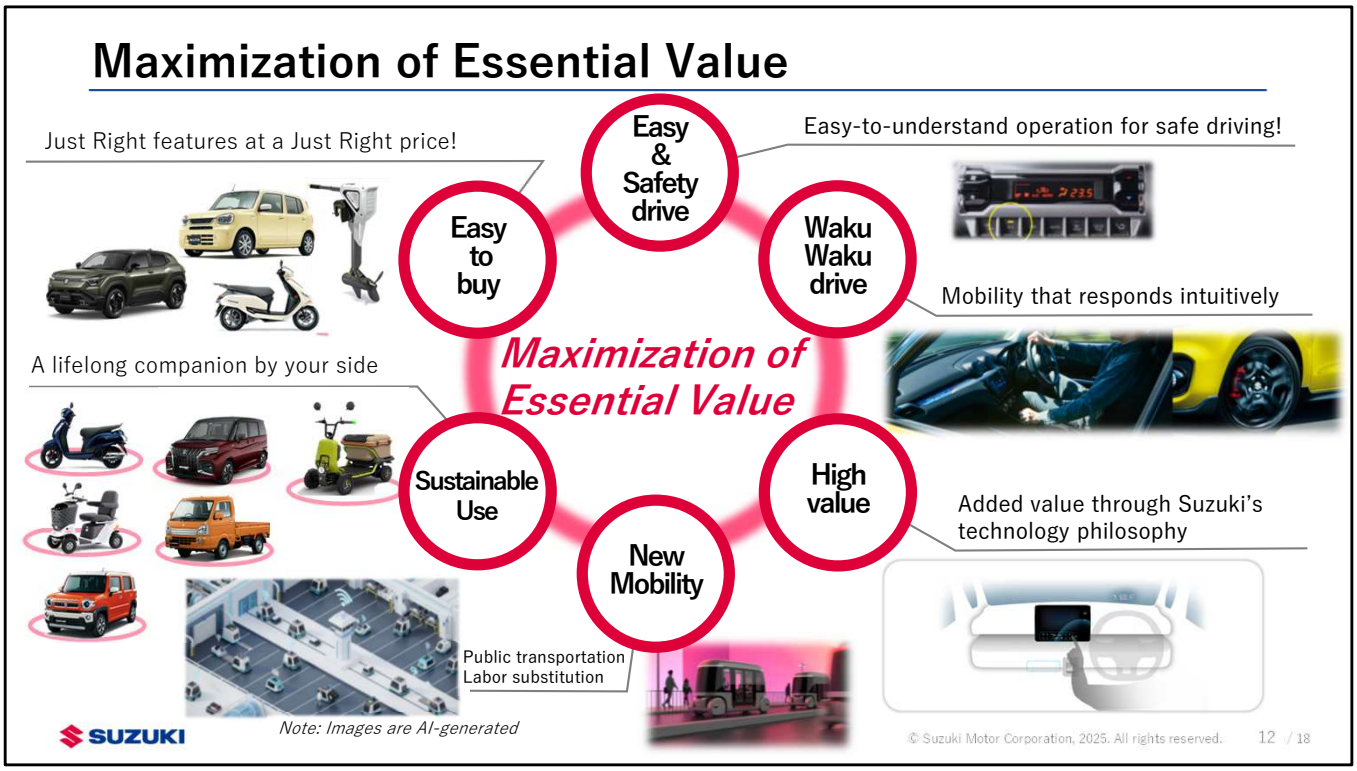


This concludes our progress since last year.
We have added a sixth pillar to the five introduced last year, and we are steadily advancing toward Minimization of Energy.



So far, I've shared Suzuki's "Minimization of Energy" strategy focused on environmental and resource issues. Now, I'd like to introduce our new strategy for challenges in the next-generation mobility society.

In Japan, aging demographics have led to more people retiring their licenses, limiting mobility and widening regional transport gaps.
My own mother retired her license last year and became one of many mobility-challenged individuals. This is a deeply serious issue, especially in rural areas with limited public transportation.
At the same time, labor shortages are affecting logistics and factory transport.
In emerging markets, motorization is growing, but traffic congestion and accidents are becoming serious concerns.
As automotive engineers, we believe it is our responsibility to address these challenges.
Let us return to the essence of mobility and deliver vehicles that maximize its true value.



We are advancing our efforts to maximize the essential value of mobility through six key perspectives:

Easy to buy – Delivering just-right features at a just-right price.

Easy & Safety drive – Ensuring intuitive operation and safe driving.

Waku Waku drive – Creating joyful driving experiences beyond mere transportation.

High value – Offering value that exceeds the price.

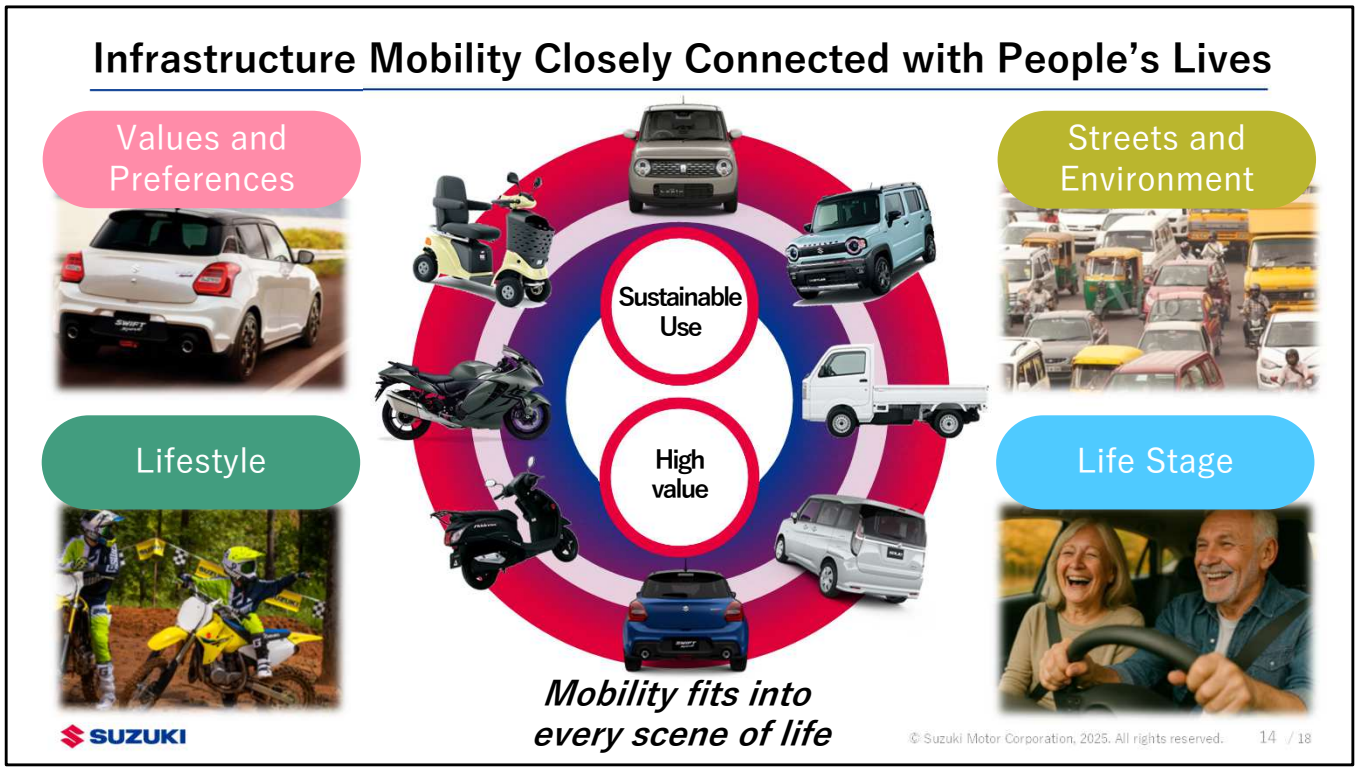
New Mobility – Enhancing convenience in public transport and automated delivery.

Sustainable use – Providing mobility that stays by your side throughout life.

1.Easy to Buy
With our S Light technologies, we reduce materials while keeping safety, making cars lighter and greener.
We also use SDV right to deliver high-performance electronics and advanced features at an affordable price. Our goal is to create “just right” vehicles that are easy to own and offer sufficient value for everyone.

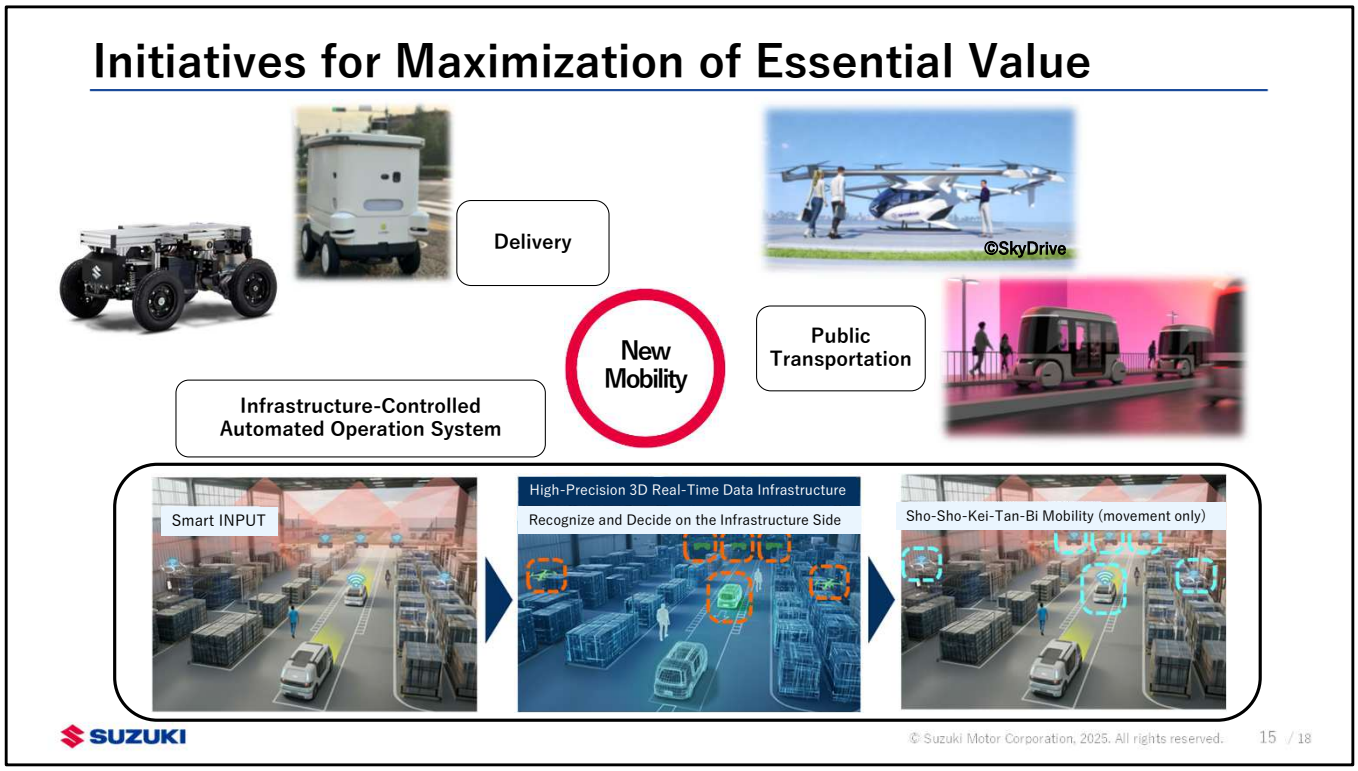
2.Easy & Safe Drive
We design intuitive controls — steering, switches, levers — for a cockpit that’s easy to understand. We ensure proper posture to prevent misoperation.
Our vehicles support the driver’s awareness, judgment, and operation to enable safe and comfortable driving.
We also provide a driving skill evaluation app to help users objectively assess their abilities and determine when to retire their license.

3.Waku Waku Drive
A car isn’t just transport — it’s a source of joy. We respect driver-centered control and aim to deliver the thrill of driving for as long as possible. We balance safety, comfort, and economy to turn everyday mobility into an exciting experience.



A car is not just part of daily life — it's a lifelong partner.
The concept of sustainable use embodies this belief.
We aim to provide mobility that stays close to people at every stage of life.
This is our vision for maximizing essential value — delivering products that truly accompany our customers throughout their lives.

All of these efforts are rooted in our philosophy of Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty).



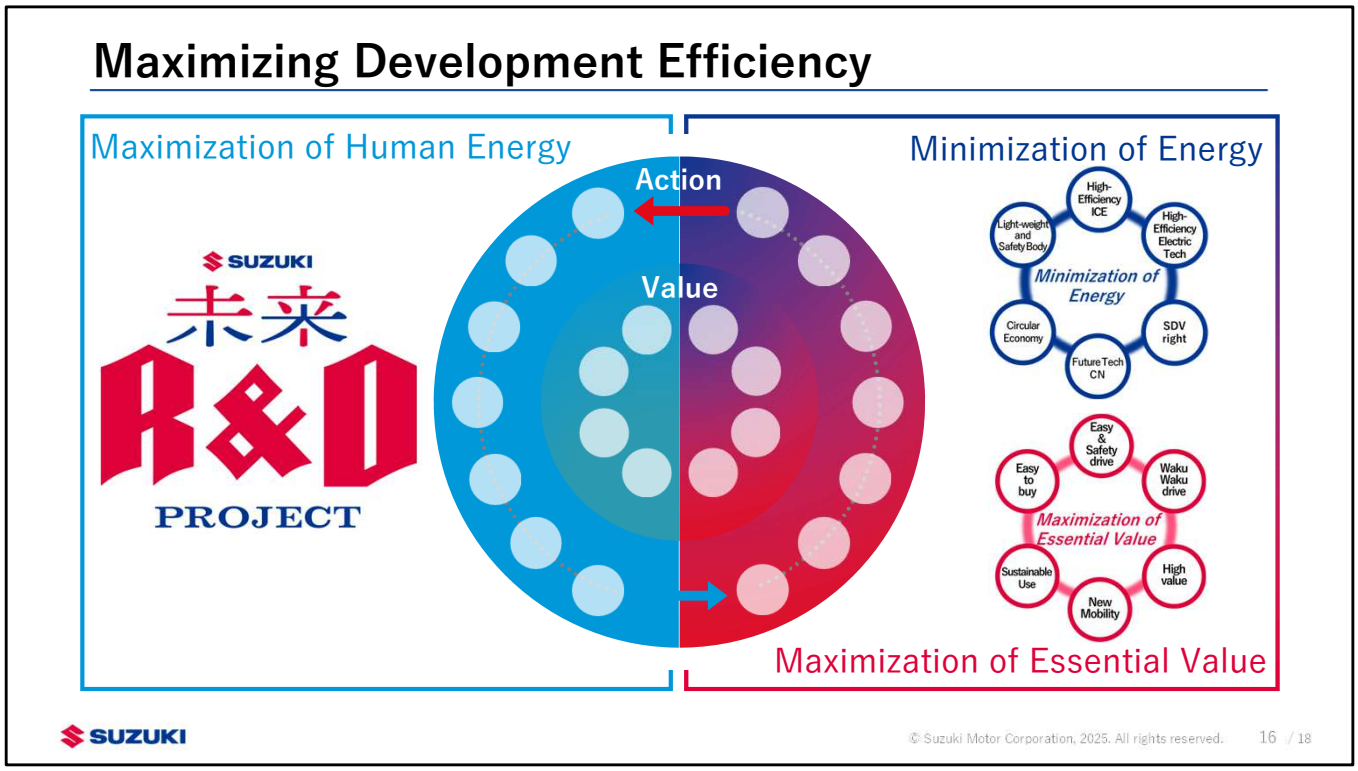
Next, I will introduce the “New Mobility” supporting society’s transportation infrastructure.

First is Delivery.
Compact autonomous delivery vehicles that safely transport goods, contributing to logistics efficiency and solving labor shortages.

Second is Infrastructure-Controlled Automated Operation Systems
It is a system in which a control system serves as the “brain” within limited areas such as factories and ports, enabling low-cost autonomous operation of mobile carts. We are working on building this system with the aim of dramatically improving productivity with minimal investment, while ensuring efficient and safe transportation of parts and materials.

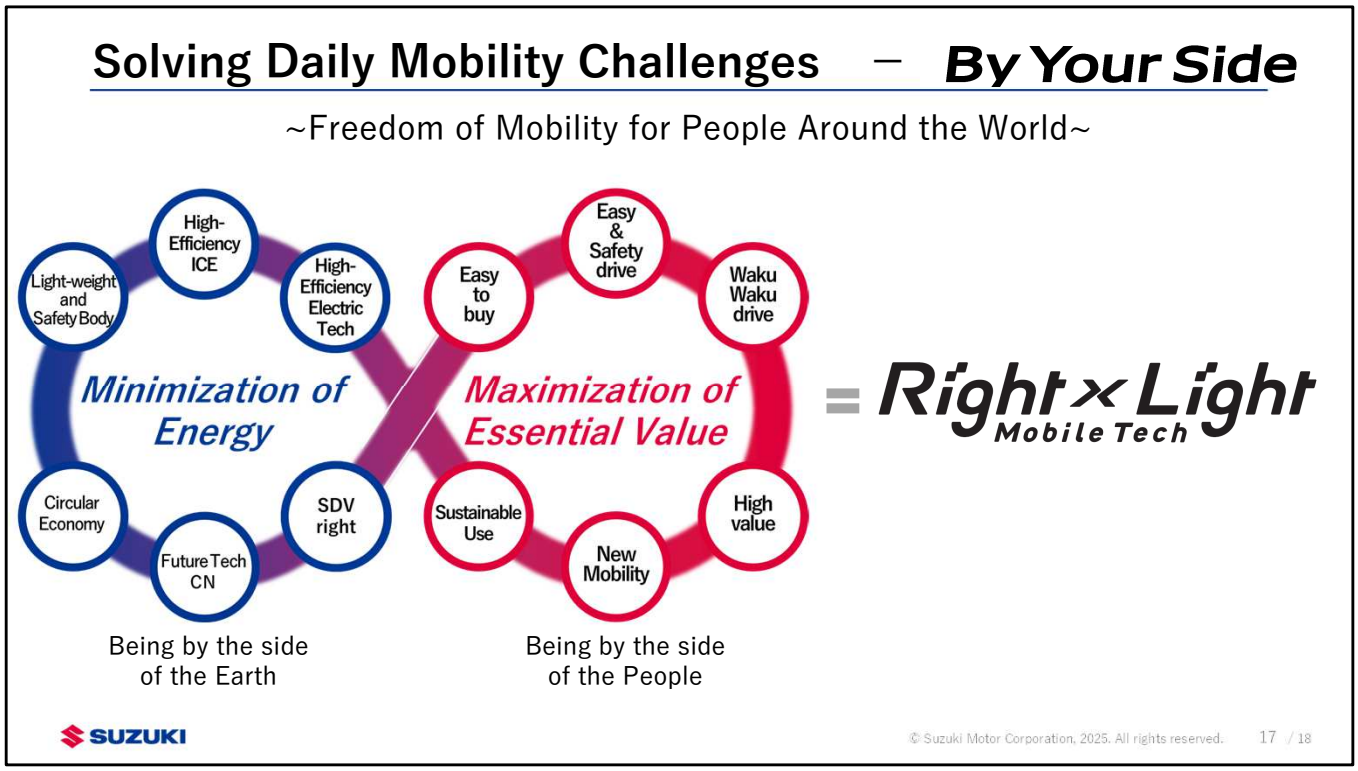
Third is Public Transportation
Through new mobility solutions like Glydways and SkyDrive, we aim to create a society where everyone, from urban to rural areas, can move freely and conveniently.

We aim to connect people and goods seamlessly, building a safer, more efficient, and sustainable mobility infrastructure.



So far, I have explained Suzuki's technology strategy to address the challenges of the mobility society.
However, there is one more important factor needed to realize this strategy.
That is for Team Suzuki to unite as one.

We are promoting activities to maximize human energy through the "Suzuki Future R&D Project," which aims to enhance the passion and teamwork of our engineers.
This project is led by ten core members, ranging from young to mid-career engineers in the engineering division.
Some of these project members are here with us today.
Following this, they will introduce their activities to you.



Suzuki's technology strategy addresses global environmental and resource challenges through technologies for minimization of energy, and delivers mobility that becomes a true partner in life by maximizing essential value and staying close to people.

Through "Right × Light Mobile Tech," that stays close to the Earth and close to people, we will continue to be a company that provides freedom of mobility to people around the world.

This is our technology strategy.
Please look forward to the future of Suzuki.


SUZUKI
By Your Side