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20<sup>th</sup> February, 2025

Vice President  
**National Stock Exchange of India Limited**  
"Exchange Plaza", Bandra- Kurla Complex  
Bandra (E),  
Mumbai – 400051

General Manager  
Department of Corporate Services  
**BSE Limited**  
Phiroze Jeejeebhoy Towers  
Dalal Street, Mumbai- 400001

**Subject: Announcement - New Mid-Term Management Plan**

Dear Sir(s),

Please find enclosed herewith as Annexure – “A”, a copy of the New Mid – Term Management Plan, issued by Suzuki Motor Corporation in Japan today.

Kindly take the same on record.

Thanking you,

Yours truly,

*For* **Maruti Suzuki India Limited**

Sanjeev Grover  
Executive Officer & Company Secretary

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**MARUTI SUZUKI INDIA LIMITED**

Head Office:  
Maruti Suzuki India Limited,  
1, Nelson Mandela Road, Vasant Kunj,  
New Delhi - 110070, India.  
Tel: 011- 46781000, Fax: 011-46150275/46150276  
E-mail id: contact@maruti.co.in, www.marutisuzuki.com

Gurgaon Plant:  
Maruti Suzuki India Limited,  
Old Palam Gurgaon Road,  
Gurgaon - 122015, Haryana, India.  
Tel: 0124-2346721, Fax: 0124-2341304

Manesar Plant:  
Maruti Suzuki India Limited,  
Plot No.1, Phase - 3A, IMT Manesar,  
Gurgaon - 122051, Haryana, India.  
Tel: 0124-4884000, Fax: 0124-4884199



***By Your Side***

**Suzuki New Mid-Term Management Plan  
(FY2025-FY2030)**

February 20, 2025  
Suzuki Motor Corporation

## Introduction ~ Towards Future Growth

Suzuki transitioned from the leadership of former Chairman Osamu Suzuki to a collective leadership centered around President Toshihiro Suzuki at the 155th Annual General Meeting of Shareholders on June 25, 2021.

Over the past three and a half years, former Chairman Osamu Suzuki gradually stepped back from his involvement in management, while President Toshihiro Suzuki has been strengthening Suzuki's management approach without changing it and updating it to align with the evolution of the times.

The “unchanged yet further strengthened” system is Suzuki’s Operating System (OS), which consists of the “Mission Statement” and the three “Philosophy of Conduct”, Sho-Sho-Kei-Tan-Bi, Genba, Genbutsu, Genjitsu (3G), and YARAMAIKA (Entrepreneurial Spirit).

The “update in line with the evolution of the times” refers to the enhancement of Suzuki's management quality and competitiveness based on the 83 principles of the Corporate Governance Code, which underwent significant revisions in the same month and year as the regime transition.

### Activities implemented for enhancing management quality and competitiveness

2021/11	Remember 5.18 (R5.18): Top management initiated workplace dialogue with President to understand issues onsite and resolve them. Reorganized and recognized our company’s strength and issues (issuance of Integrated Report/Sustainability Report) Initiated efforts to address human rights in supply chain Intensified the verification and reduction of cross-holding stocks to utilize funds for further growth investments	2022/7	Activities to accelerate co-creation with startups (established SGV)
2021/12	Positioned ‘Sho-Sho-Kei-Tan-Bi’ at the core of intellectual property in both manufacturing and service creation (Intellectual Property Governance)	2022/12	Organized management philosophy (Mission Statement/Philosophy of Conduct) Established Suzuki Group’s basic policy regarding human rights
2022/1	Established ‘Management’ System to pursue principles of 3G and achieve overall optimization for the company	2023/1	Announced Suzuki Group Growth Strategy for FY2030
2022/3	Examined risks and opportunities from diverse perspectives, reflecting external insights in management (reviewed agenda setting and operations of Board Meetings)	2023/4	Started managing compliance and risk management under the oversight of the Corporate Governance Committee
		2023/5	Adding to R5.18 workplace dialogue, a workshop on ‘relationship between business operations and legal regulations’ was conducted with executives and shared with all employees
		2024/4	Established a new personnel system to enhance human capital Started consideration of New Mid-Term Management Plan

Suzuki will continue to evolve in accordance with its Operating System and Management Principles.

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6. Financial Strategy
7. Efforts to Strengthen the Management Foundation

# 1. Review of the Current Mid-Term Management Plan (FY2021–FY2025)

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## 1. Review of the Current Mid-Term Management Plan (FY2021–FY2025)

- Achieved revenue and profit targets ahead of schedule by improving sales mix and quality, and the effect of exchange rate, etc. even though sales volume target could not be met.
- Actively promoted carbon neutrality initiatives, including electrification, and made progress in establishing the groundwork for growth.
- On the other hand, the business environment has changed due to declining market share in India and intensified competition in electric vehicles. Need to rethink strategy.

	Current Mid-Term Plan Management Target FY2025	Results FY2023
Revenue	4.8 trillion yen	5.4 trillion yen
Operating profit margin	5.5%	8.7%
ROE	8.0%	11.7%

Business Strategy	Main Items		Current Mid-Term Plan Targets	Results (FY2023)
	Business Strategy	Automobile Business (Japan)	Increase share of mini cars	30.0% or more
Increase sales of compact cars			1.5 times (compared to FY2020)	1.1 times (compared to FY2020)
Automobile Business (India)		Increase share of passenger cars	50.0% or more	41.6%
Motorcycle Business		Increase sales volume	2 million units	1.91 million units
		Increase operating profit margin	5.0% or more	10.6%
Marine Business	Increase revenue	100 billion yen	112.3 billion yen	

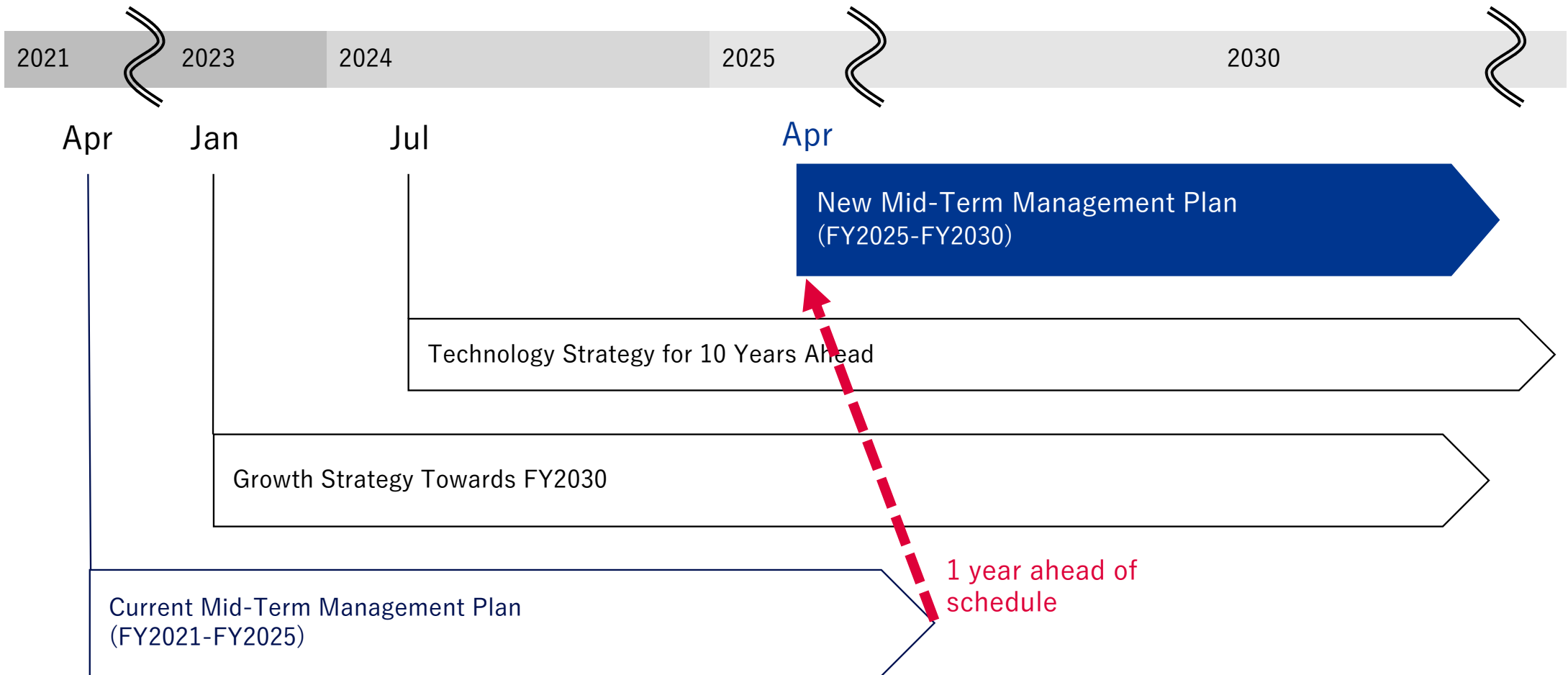
  

Response to mid- to long-term issues	Priority Approach	Current Mid-Term Plan Initiatives	Achievements and Evaluation
	Reduction of CO2 emissions during driving	• Development of electrification technology	• Announced 10-Year Technology Strategy • Unveiled the first BEV (e VITARA)
	Reduction of CO2 emissions during manufacturing	• Expansion of current technology; development of new technology	103,000 t-CO2 reduction compared to FY2020 (through energy conservation and introduction of renewable energy power)
	Maintaining high quality	• Prevention of defects • Early detection and outflow prevention	• JD Power Initial Quality Overall 1st (first time) • Decrease in product warranty provisions

## 2. Positioning of the New Mid-Term Management Plan *By Your Side*

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## 2. Positioning of the new Mid-Term Management Plan *By Your Side*





### **3. Mission Statement and Philosophy of Conduct** ~ **Vision (What we aim for)**

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### 3. Mission Statement and Philosophy of Conduct ~ Vision (What we aim for)

#### Vision (What we aim for)

Team Suzuki aims for “an infrastructure mobility closely connected with people’s lives”

#### Mission Statement and Philosophy of Conduct (Suzuki Operating System)



Corporate Slogan

**By Your Side**

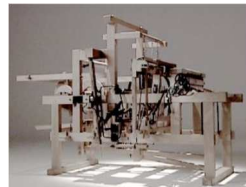
#### Founding spirit

To make mother's work easier

Founder Michio Suzuki



The first machine gifted to mother



1910s loom (reconstruction)

Suzuki Loom Works



### 3. Mission Statement and Philosophy of Conduct ~ Vision (What we aim for)

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To continue a close and reliable presence for our customers and society, Team Suzuki aims for “an infrastructure mobility closely connected with people’s lives” by taking challenges of discontinuity

Creating valuable products

Provide optimal products and services by focusing on the customer

Establishing a refreshing company

On a suitable governance foundation, in order to grow sustainably together with all stakeholders, we will work in cooperation and unity, sincerely addressing social demands (environmental response, regulatory compliance, etc).

Development of motivated human resources

Each employee strives to improve their job skills and effectively uses AI in business to achieve results efficiently and steadily, advancing with enthusiasm.

## 4. Management Targets

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## 4. Management Targets | Approach

In order to maintain a close and reliable presence for our customers and society, we establish the basic policy of ‘being close to our customers and society, continuing sustainable growth together, and enhancing corporate value.’ Accordingly, we formulate our management targets and various strategies.

Basic Policy

### Enhance Corporate Value through Sustainable Growth

#### Policy

Creating value exceeding the cost of capital

Strengthening relationships with stakeholders aimed at achieving long-term stable management

Investing to achieve sustainable growth

#### Reflection in management targets and strategies

- While continuing to adopt ROE as a KPI that takes capital costs into account, we will set the ROE target that exceeds the shareholder’s capital cost as recognized by our company
- Implement financial strategies to improve capital efficiency
- Promote efforts in enhancing relationships with stakeholders
- Introduce a new shareholder return policy and strengthen relationships with mid- to long-term shareholders
- Promote human capital investment and use of AI to strengthen it
- Carry on capital investments for increasing sales volume along with environmental initiatives and technology development investment aimed at minimizing energy consumption

## 4. Management Targets | Vision for the first half of the 2030s and Management Targets for FY2030

- Grow with stakeholders to achieve an operating profit margin of 10.0% or more and ROE of 15.0% or more by the first half of the 2030s
- Set business and financial targets to achieve revenue of 8 trillion yen, operating profit of 800 billion yen (operating profit margin of 10.0%), and ROE of 13.0% in FY2030

Vision for the first half of the 2030s

**Operating Profit Margin 10.0% or more**      **ROE 15.0% or more**

New mid-term plan period		Management Targets (FY2030)		Business	Sales Volume	Operating Profit	Financial Indicator	Target
Revenue	8 trillion yen		Automobile business	4.2 million units	700 billion yen	Capital Investment (Cumulative total for six years)	2 trillion yen	
Operating Profit (margin)	800 billion yen (10.0%)		Motorcycle business	2.54 million units	50 billion yen	R&D Expenses (Cumulative total for six years)	2 trillion yen	
ROE	13.0%		Marine business	-	35 billion yen	Dividend on Equity (DOE)	3.0%	
			New business	Revenue: 50 billion yen				

Assumptions

Cost of Equity: 10.0%\*

Exchange rates: US dollar 140 yen, Euro 150 yen, Indian rupee 1.70 yen



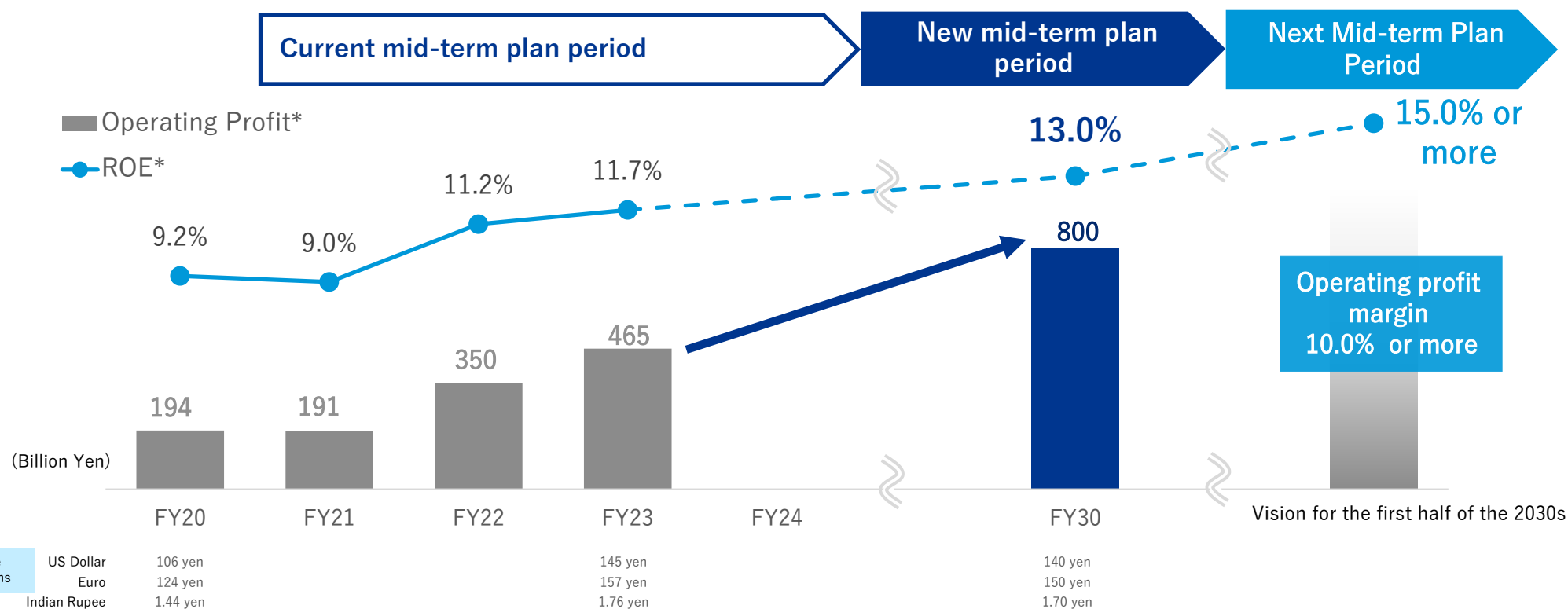
\*Calculated using CAPM (7.9%) and the benefit yield method (10.0%. Assuming a growth rate of Zero)

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## 4. Management Targets | Achieving Sustainable Growth

- Amid an increase in the EV ratio, increasing labor cost, rising material costs (strengthening the supplier foundation, increase in raw material, energy cost, etc.), we aim for profit growth through improved profitability by increasing sales volume and increasing product and brand value.
- Make necessary investments with a view to achieving higher profitability in the first half of the 2030s



\*Japanese GAAP until FY2023 and IFRS from FY2024 and forward

# 5. Business Strategy and Initiatives

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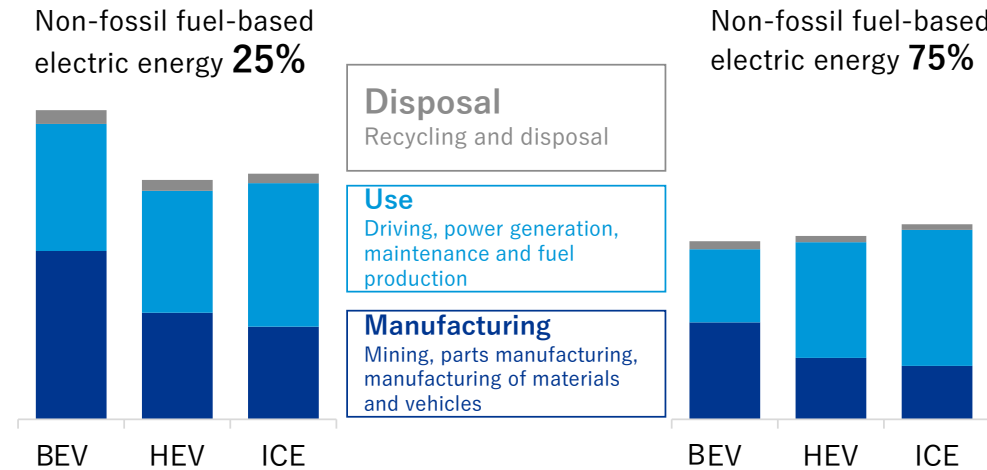
## 5. Business Strategy and Initiatives | Technology Strategy

- Minimizing energy consumption in all processes based on the concept of Sho-Sho-Kei-Tan-Bi
- Aiming for technology that minimizes resource and environmental risks from manufacturing to recycling

Technology Philosophy

Minimization of energy consumption with “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)”

Conceptual Diagram of Energy Consumption in the Life Cycle (BEV/HEV/ICE comparison)



Five Pillars of Technology Strategy



## 5. Business Strategy and Initiatives | India Strategy

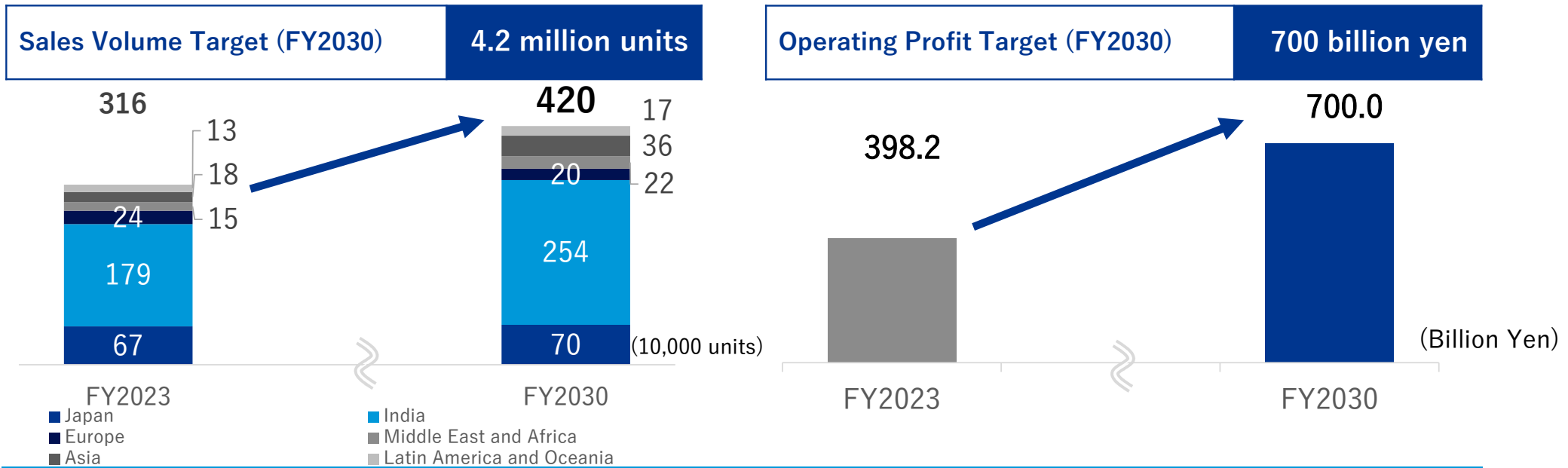
Develop together with the Nation ... Suzuki's Global Manufacturing Base for Automobile/Motorcycle → **Make in India**

Market Trends		Strategy				
Household Income	Household Nos 2023 ⇨ 2030	MOBILITY	MULTI-PATHWAY	INFRASTRUCTURE	TALENT/ EXCHANGE	CIRCULAR ECONOMY
Rs 2.3 million ~	6 ⇨ 13 (Unit: million households)	[Automobile] NEXA/ARENA Customer Targeting	[Automobile] • Expansion of medium and large SUV/MPV lineup in preparation for the upgrade of customer preference	[Automobile] • BEV • S-HEV	Proactive investment into charging infrastructure for BEV popularization	Establishment of a circular economy system (ELV collection/disassembly/recycling/battery collection)
Rs 1.3 million ~ 2.3 million	16 ⇨ 30 (Unit: million households)	• Product Classification: NEXA ->Premium oriented ARENA ->Wide range of customers • Use of digital tools	[Automobile] • Expansion of mid-SUV lineup	[Automobile] • BEV • S-HEV • M-HEV • CNG (CBG) • FFV	Exploring the possibility of e-mobility platform as work mobility  [Biogas business] • Supply of inexpensive CN fuel	Biogas/Organic fertilizer production (commercialization/rural support)
Rs 500,000 ~ 1.3 million	89 ⇨ 126 (Unit: million households)		[Automobile] • Introduce entry car unique to Suzuki ->Incorporate "First Time Buyers"	[Automobile] • M-HEV • CNG (CBG) • FFV	• Expanding sales of CNG and CBG vehicles • Helping India and Suzuki reduce GHG emissions • Improvement of rural livelihoods (installation of a household fermenter))	Exchange and cooperation with Shizuoka and Hamamatsu in the fields of economy, education and tourism
~ Rs 500,000	222 ⇨ 204 (Unit: million households)	[Motorcycle] • Intake of Suzuki fan		[Motorcycle] • BEV/FFV • CNG (CBG)	• Support for women's social advancement	Recruitment of advanced talent (SRD)/SMC direct recruitment)
Developing and supporting social entrepreneurs through Next Bharat Ventures. Connect with the Next 1 billion People						

India Population Segment

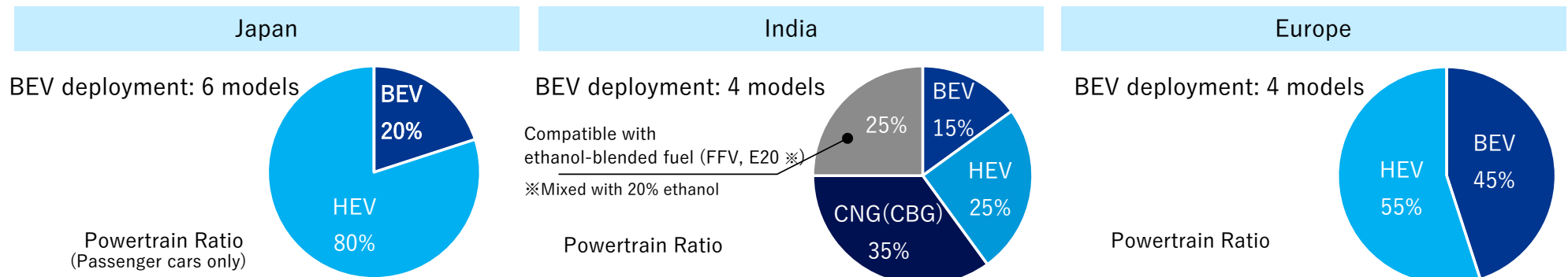


## 5. Business Strategy and Initiatives | Automobiles



### Product plan up to FY2030

\*Powertrain ratio as of FY2030



## 5. Business Strategy and Initiatives | Automobile Japan

- ◆ Japan is a growth market for Suzuki. Increase the sales volume of compact cars as well, while also improving profit
- ◆ Become a company needed by customers and society -> Share of passenger vehicles (compact and mini vehicles) 2nd position
- ◆ Support the daily lives of customers who use mini vehicles as an essential part of their daily lives

### Position in Suzuki's Business

- Japan is a growth market for Suzuki
- Increase profitability to become a stable earnings source after India
- Support the daily lives of customers who use mini vehicles as an essential part of their daily lives



### Products

- Expand the lineup by introducing products that match the preference of Japanese customers and market
- Enhance HEVs performance (introduce Super Energy Charge)
- Introduce 6 BEV models by FY2030 including 2 BEV models in FY2025 (e VITARA, mini commercial van BEV)

### Sales Services

- Carefully communicate Suzuki's passion and dedication to customers embedded in our products
  - > Raise brand value and sell at fair prices reflecting product value
- Improve customer satisfaction through customer-oriented sales activities
  - > Acquire new customers
  - > Retain replacement/upgrade customers in Suzuki brand, and boost service sales



### Manufacturing

- As the mother production base of the Suzuki Group, we use our production technology and know-how and continue to serve as a model for the Suzuki Group

## 5. Business Strategy and Initiatives | Automobile India

- ◆ Aim for 50% market share as market leader in Indian automobile industry.
- ◆ Aim for 4 million units annual manufacturing capacity to meet demand in India and expand as global exports hub.
- ◆ Aim to be Number 1 in Production, Exports and Sales of BEVs

### Position in Suzuki's Business

- The most important market, which will continue to grow and serve as the engine for Suzuki's future growth.
- The competitive environment is becoming increasingly severe, and the quality of product functions, equipment and services required by customers is increasing.

### Products

- Strengthen our product capabilities and lineup in the SUV and MPV segments.
- Rapidly develop and introduce entry segment products that meet the preferences of entry-model customers.
- Introduce BEV/HEV/CNG (CBG)/FFV, etc., best suited to local conditions for each region in India.
- Improve Maruti Suzuki's product planning and development capabilities to develop and introduce products that better match the preferences of Indian customers in a timely manner.
- Expand BEV lineup starting with e VITARA, aiming to launch 4 BEV models by FY2030.

### Sales Services

- Progressively define the roles of our two sales channels (Nexa to be more Premium Oriented while Arena represents a wider customer base), providing a comfortable customer experience.

### Manufacturing

- To respond to growing domestic demand in India and to play a role as a global export hub, expand supply chain and production capacity (new Kharkhoda Plant and new Gujarat Plant)
- Monitor market conditions and gradually build 4 million units per year capacity at appropriate time



## 5. Business Strategy and Initiatives | Automobile Europe

- ◆ Continue to refine and enhance our technology/products by meeting Europe market requirement where the performance requirements are extremely high and advanced environmental/safety regulations are introduced earliest in the world.
- ◆ Maintain the scale of business necessary to achieve this

### Position in Suzuki's Business

- Develop and refine technologies and products to meet latest European trends and environmental and safety regulations and thereby continuously upgrade our capability.

### Products

- Utilize the Indian production model to sell products matching the preferences and markets of European customers
- To comply with CO2 regulations, expand our BEV lineup, starting from e VITARA. 4 models to be introduced by 2030

### Sales Services

- By increasing customer satisfaction, aim to retain customers, utilizing digital tools to implement efficient sales activities and strengthen after-sales revenue

### Manufacturing

- Production capacity of Magyar Suzuki, our manufacturing base in Europe, to be utilized effectively



## 5. Business Strategy and Initiatives | Automobile Middle East & Africa

- ◆ Expand Suzuki's business in the Middle East and Africa markets having huge growth potential by supplying products from India
- ◆ Find the next India -> Middle East 5% share, Africa 10% share

### Middle East

#### Position in Suzuki's Business

- In recent years, demand for compact cars has gradually increased due to an increase in the young population and the social advancement of women

#### Products

- Focusing on Suzuki's compact cars, prepare a lineup of products that meet customer preferences

#### Sales Services

- In countries where the demand for compact cars is high, aim to increase sales by improving customer satisfaction



### Africa

#### Position in Suzuki's Business

- It is close to India, where Suzuki's largest production base is located, and customers' needs are similar to those of India in some countries. The products based on India models are well accepted.

#### Products

- Lineup fuel-efficient, durable, high-quality compact vehicles

#### Sales Services

- Based on our success in South Africa, where Suzuki is increasing its market share, expand in other African countries by initiatives such as customer-friendly maintenance services and fan events
- Increase sales by improving customer satisfaction

## 5. Business Strategy and Initiatives | Automobile Asia

- ◆ Southeast Asia : Restructure business in ASEAN focusing on Indonesia -> Indonesia share 10%
- ◆ South Asia : Further expand business scale in Pakistan -> Pakistan share 45%

ASEAN	Pakistan
Position in Suzuki's Business	Position in Suzuki's Business
<ul style="list-style-type: none"> <li>• Focusing on Indonesia, Suzuki's largest production/sales base in ASEAN, we will increase sales volume in ASEAN region</li> </ul>	<ul style="list-style-type: none"> <li>• Important market with Suzuki as market leader (share of 45%)</li> <li>• Production and sales were limited due to import restrictions on parts, but future recovery and growth are expected</li> </ul>
Products	Products
<ul style="list-style-type: none"> <li>• Lineup more competitive products that satisfy ASEAN customers</li> </ul>	<ul style="list-style-type: none"> <li>• Japan's Alto mini vehicle is accepted</li> </ul>
Sales Services	Products
<ul style="list-style-type: none"> <li>• By enhancing the quality and frequency of the "connection with customers" at Genba, we will improve customer satisfaction from new car sales to service entries and replacement sales, thereby strengthening our brand power in the market</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance product lineup as a base for the globalization of mini vehicles</li> </ul>
Manufacturing	Sales Services
<ul style="list-style-type: none"> <li>• Expand the local production models with Indonesia as a core supply base for ASEAN markets</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize an industry-leading dealer network to provide products and services that satisfy customers in every corner of Pakistan</li> </ul>
	Manufacturing
	<ul style="list-style-type: none"> <li>• We will invest in improving quality and productivity in preparation for the launch of new models</li> </ul>





## 5. Business Strategy and Initiatives | Automobile Latin America and Oceania

- ◆ Latin America : A growing market that will continue to expand -> Further promote compact SUVs
- ◆ Oceania : A mature market with advancing fuel economy regulations -> Expand fuel-efficient products

Latin America	
Position in Suzuki's Business	<ul style="list-style-type: none"> <li>No 1 Market Share: Bolivia 15 years in a row/ Barbados 20 years in a row</li> <li>There are many countries where Suzuki has a strong presence, and we anticipate continued growth in these markets</li> </ul>
Products	<ul style="list-style-type: none"> <li>Expand the sales of compact mild HEV vehicles</li> <li>Strengthen competitiveness and brand power with compact SUVs as the core</li> </ul>
Sales Services	<ul style="list-style-type: none"> <li>Proactive use of digital tools</li> <li>Connect with customers more easily and conveniently, providing a more satisfying experience in physical stores</li> <li>Aim to acquire new customers and promote service revenue and replacement vehicle sales</li> </ul>

Oceania	
Position in Suzuki's Business	<ul style="list-style-type: none"> <li>Mature market, with market size remaining flat</li> <li>Strengthening of fuel economy regulations is progressing due to policies in various countries</li> </ul>
Products	<ul style="list-style-type: none"> <li>Expand the sales of mild HEV vehicles</li> <li>In line with fuel economy regulation trends, introduce electric vehicles and next-generation energy vehicles as needed</li> </ul>
Sales Services	<ul style="list-style-type: none"> <li>Enhance customers' understanding of the strengths of our small and fuel-efficient vehicles, further increasing brand value</li> </ul>



## 5. Business Strategy and Initiatives | Automobile Alliance with Toyota

- ◆ Continue to work together as equal partners while remaining competitors who inspire each other
- ◆ Through this collaboration, the two companies aim to realize a carbon-neutral society through multi-pathway cooperation and continue to grow

Technical area

- Advanced safety technologies such as collision damage reduction brakes
- Joint development of BEV units and platforms

Production area

- Production of Suzuki-developed Grand Vitara model at TKM\*1 and supply to India, the Middle East and Africa.

Cross-badge vehicles mutual supply

- Cross-supply of vehicles in India, Africa, Europe and Japan\*2
  - [Suzuki -> Toyota]
    - e VITARA (vehicles developed by Suzuki using jointly developed BEV units and platforms)
    - Baleno, Ertiga, Fronx, Ciaz, Celerio
  - [Toyota -> Suzuki]
    - Landy, Invicto, Across, and Swace

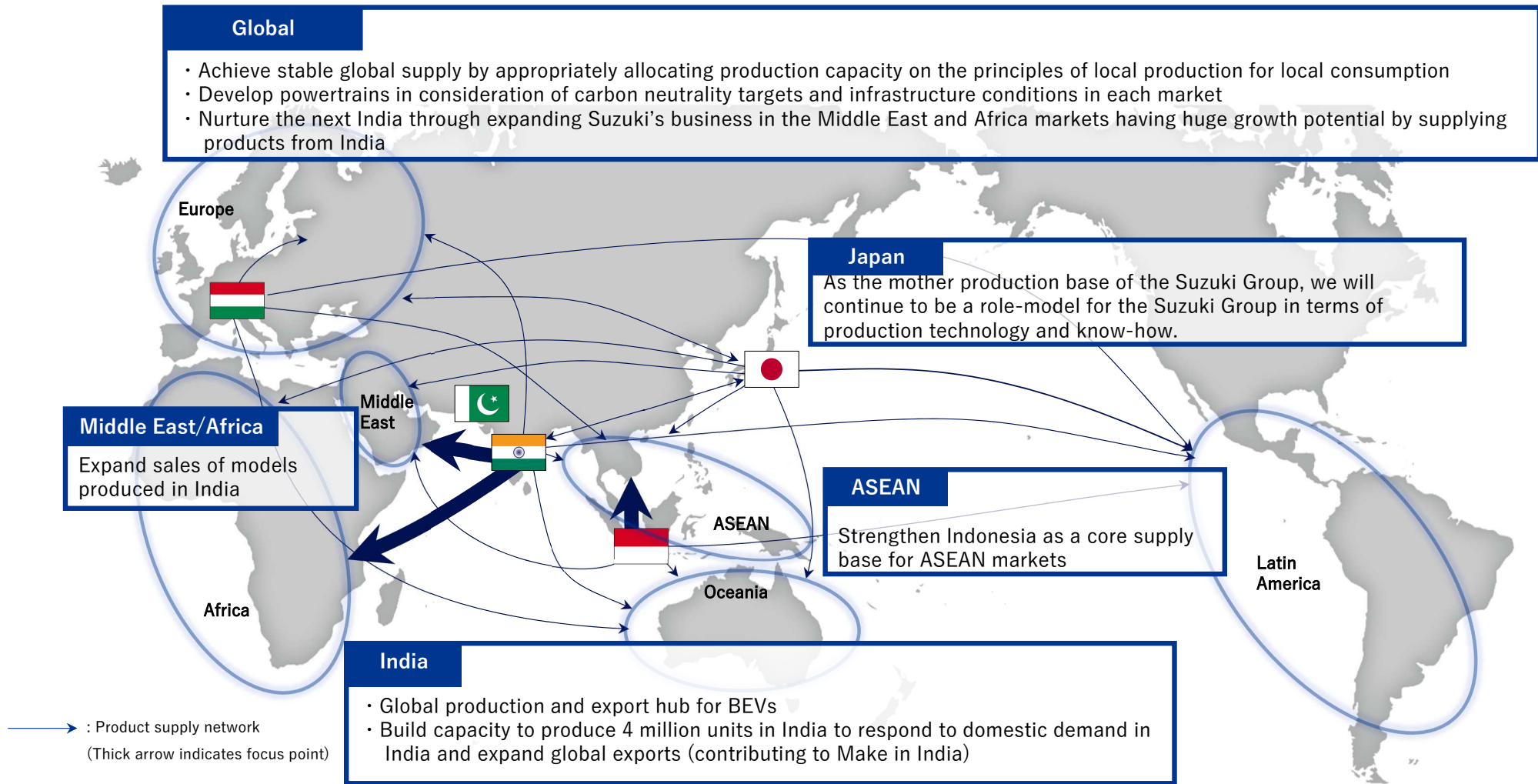


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\*1 TKM: Toyota Kirloskar Motor, India \*2 Model names in Suzuki

## 5. Business Strategy and Initiatives | Automobile Global Supply System



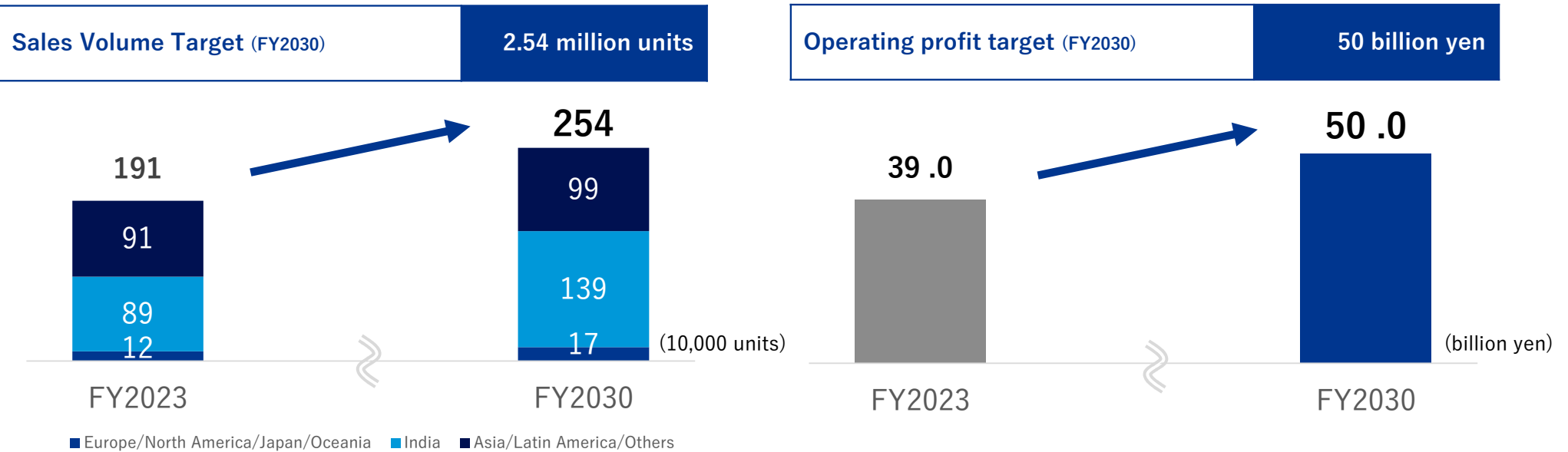
## 5. Business Strategy and Initiatives | Motorcycle

- ◆ Provide “valuable products” which are required by customers, through uncompromising product development
- ◆ Communicate Suzuki’s passion and dedication to our customers, thereby gain their trust and achieve sales of 2.54 million units and an operating profit target of 50 billion yen.

### Philosophy of Suzuki Motorcycles

Valuable products with high-level, high-quality performance in basic functions (running, turning, stopping)

- Pursue quality, reliability, and high performance without compromise for all products
- Encourage many customers to use our products extensively, enriching their lives



## 5. Business Strategy and Initiatives | Motorcycle

	Customers who use it for Leisure	Customers who use it for daily transportation and work
Products	<ul style="list-style-type: none"> <li>• Deliver products that customers seek at appropriate prices, from the customer's perspective.</li> <li>• Products that are easy to handle, enjoyable, and safe to ride for everyone from beginners to veterans.</li> </ul>	<ul style="list-style-type: none"> <li>• A product that is ideal for commuting to work or school in urban areas, with excellent maneuverability</li> <li>• A product that offers good fuel efficiency and usability, making it optimal as a daily means of transportation</li> </ul>
Sales Services	<ul style="list-style-type: none"> <li>• Strengthen sales and services in North America and Europe</li> <li>• Build long-term customer relationships through regular events where customers can touch actual vehicles and take test rides, as well as forming fan communities</li> </ul>	<ul style="list-style-type: none"> <li>• In India, a growing market, we will expand the sales and service network and strengthen the development system and production capacity</li> <li>• By utilizing the genuine voices of customers and providing the desired customer service, we will gain trust and increase the number of customers</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Develop environmentally friendly technologies</li> <li>• Through a multi-pathway approach, work towards achieving zero CO2 emission on holistic basis in 2050</li> <li>• Early mass production development of commuter EVs, improving the efficiency of internal combustion engines, developing ethanol-compatible technologies anticipating up to E100, and internalizing CN technology*</li> <li>• Develop technologies that contribute to product value</li> <li>• In addition to pursuing Suzuki's motorcycle philosophy, focus on development in the areas of "safety and security," "ease and longevity," and "convenience."</li> </ul>	



\*CN technology: FFV, synthetic fuel, CNG (CBG), hydrogen, etc.

## 5. Business Strategy and Initiatives | Marine

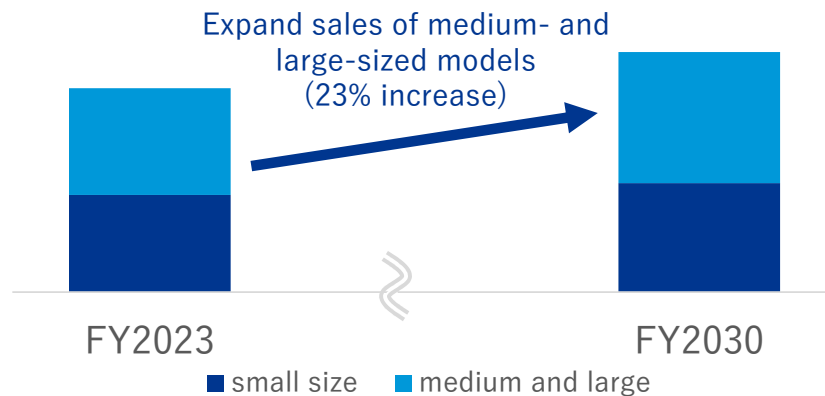
- ◆ Focus on North American customers, expand sales of medium to large models used for “PLEASURE,” and promote environmentally friendly 4-strokes for customers in Asian markets using it for “WORK” to achieve operating profit of 35 billion yen

### Vision (What we aim for)

- A reliable partner that supports the “PLEASURE” and “WORK” on the water.
- To ensure that customers on the water choose Suzuki products, we provide durable and reliable products along with market-focused after-sales service.
- Through our business, we aim to maintain a clean and sustainable waterfront environment that deeply impacts our customers' lives, supporting their lifestyles.

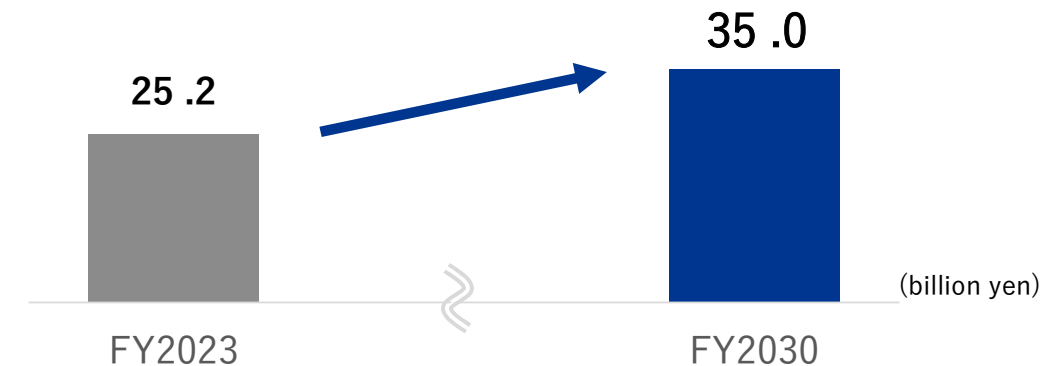


Unit Sales by Segment



Operating Profit Target (FY2030)

35 billion yen



## 5. Business Strategy and Initiatives | Marine

	Customers : “PLEASURE” on the water	Customers: “WORK” on the water
Products	<ul style="list-style-type: none"> <li>• Develop attractive and environmentally friendly products that are chosen by customers and improving product strength and lineup</li> <li>• For small models market, for customers in zero-emission water areas, introduce BEV</li> </ul>	
Sales Services	<ul style="list-style-type: none"> <li>• Engag step by step in activities to increase customer satisfaction, fostering customer loyalty, and contributing to the creation of new customers</li> </ul>	
	<ul style="list-style-type: none"> <li>• Expand the sales network primarily in North America to increase sales</li> <li>• Focus on North America, Europe, and Oceania, and strengthen relationships and develop boat builders through the introduction of highly competitive new models, leading to increased sales</li> </ul>	<ul style="list-style-type: none"> <li>• In the business market in Asia (2-stroke market), we will promote the transition to 4-stroke engines by strengthening service capabilities</li> <li>• By providing easy-to-use, durable, and safe products as infrastructure that supports customers' work and lives, such as in fishing and water taxis, we will build trust and increase the number of customers</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Promote the development of technologies for carbon-neutral fuel and navigation support</li> <li>• Enhance Suzuki’s brand power through ESG activities driven by the Suzuki Clean Ocean Project</li> </ul>	

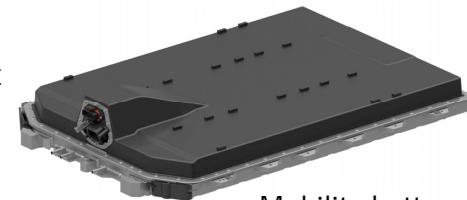


## 5. Business Strategy and Initiatives | Batteries

- ◆ Procure batteries with proven performance and quality with the cooperation of partners
- ◆ Prepare for future demand expansion by considering the joint development of domestically produced batteries towards in-house production

### Procurement Policy

- Aiming to realize the technology strategy of “energy minimization,” “lean battery,” and “efficient battery reuse system,” we will focus on the following partners and considering the actual conditions of the producing countries/regions, strive for optimal battery procurement:
  - Motorcycle BEV batteries: Tata Gotion
  - Automobile M-HEV/S-HEV batteries: TDS Lithium-ion Battery Gujarat (TDSG)
  - Automobile BEV batteries: FinDreams Battery
- In India, we will promote further localization in line with the growth of the electric vehicle market



Mobility battery

### Inhouse Manufacturing Consideration

- Aiming for the acquisition of battery technology and in-house production for the future, we will establish a battery R&D center with ELIIY Power at their Kawasaki Plant and consider the development of domestically produced batteries
- We will explore the commercialization of batteries that excel in safety and durability, which can be used for both mobility applications and stationary storage batteries
- We will also consider the construction of a battery factory and the in-house procurement of battery materials



Stationary storage battery



## 5. Business Strategy and Initiatives | New Business Areas

- ◆ Leveraging strengths in existing businesses, we will launch new ventures in the service mobility and energy sectors
  - ➔ Aiming for sales revenue of 50 billion yen by FY2030 and to become a pillar that stands alongside existing businesses in terms of profitability by FY2040
- ◆ The technologies and know-how required in new business areas that Suzuki does not currently possess will be realized through collaborations

### Suzuki's Strengths to leverage

#### Minimal and highly reliable manufacturing technology

Highly efficient and reliable hardware development and production capabilities earned through development of diverse mobility based on “Sho-Sho-Kei-Tan-Bi”

#### Strong customer base and sales and maintenance network in rural areas

Especially in Japan and India, a sales network that extends to every corner of rural areas and daily connections with local customers

### New Business Areas and Projects

#### Service Mobility

Aiming for Infrastructure Mobility in the shift from ownership to use

##### ① Public transport service

##### Glydways Collaboration Business

Minicar-sized vehicles automatic platooning in dedicated lanes. Provides transportation capacity as needed, ensuring efficient mobility



##### SkyDrive Collaboration Business

Compact three-seater air mobility



##### ② Work mobility

##### Small e-mobility Platform Business

Use micromobility platform as robot base



##### Applied EV Collaboration Business

Easy to automate and versatile bogie type SDV vehicle



#### Energy

Energy Self-Sufficiency in India and Japan – Contribute to Carbon Neutral

##### ① Biogas business

A project to install and operate a biogas plant to produce biogas from cow dung/paddy straw and use the produced gas as fuel for CNG vehicles. The project aims to reduce greenhouse gas emissions and contribute to the energy self-sufficiency and circular economy of rural India

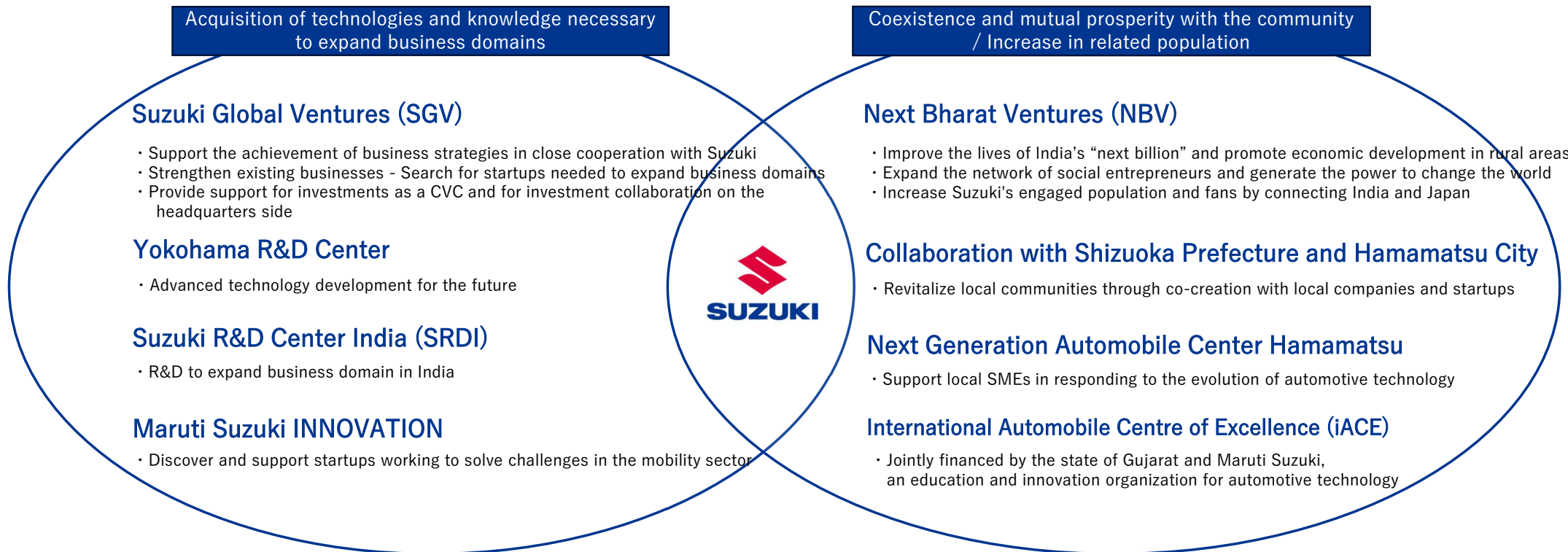
##### ② Storage battery business

Utilizing the common module that can be used for both mobility and stationary storage jointly developed with ELIYY Power, we will work on a storage business that contributes to the efficient use of renewable energy in India and Japan, especially in rural areas

IoT technologies and data utilization essential for the realization of new businesses (such as collaboration with Soracom)

## 5. Business Strategy and Initiatives | Co-Creation with Startups and Local Communities

- ◆ In order to acquire the technologies and knowledge necessary for expanding business areas, we will strengthen the structure and work on collaboration with startups.
- ◆ In order to strengthen network with local communities and increase the number of people involved, we will support startups and companies in our home city of Hamamatsu and in rural India and grow together.

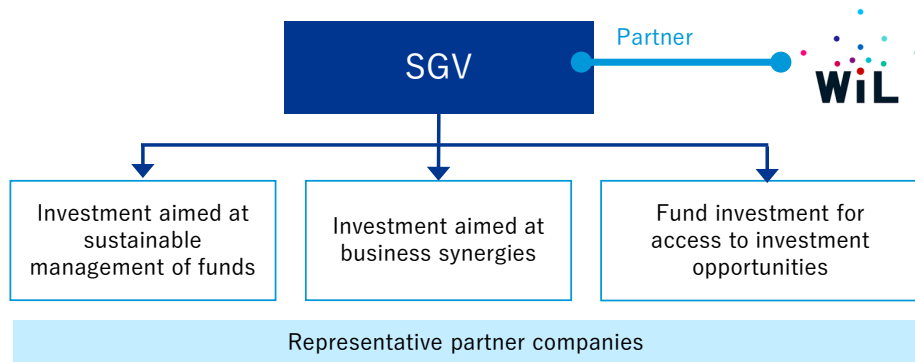


## 5. Business Strategy and Initiatives | Co-Creation with Startups and Local Communities

◆ In order to implement the infrastructure mobility that Suzuki aims for, two corporate venture capitals with different missions are established and promoted

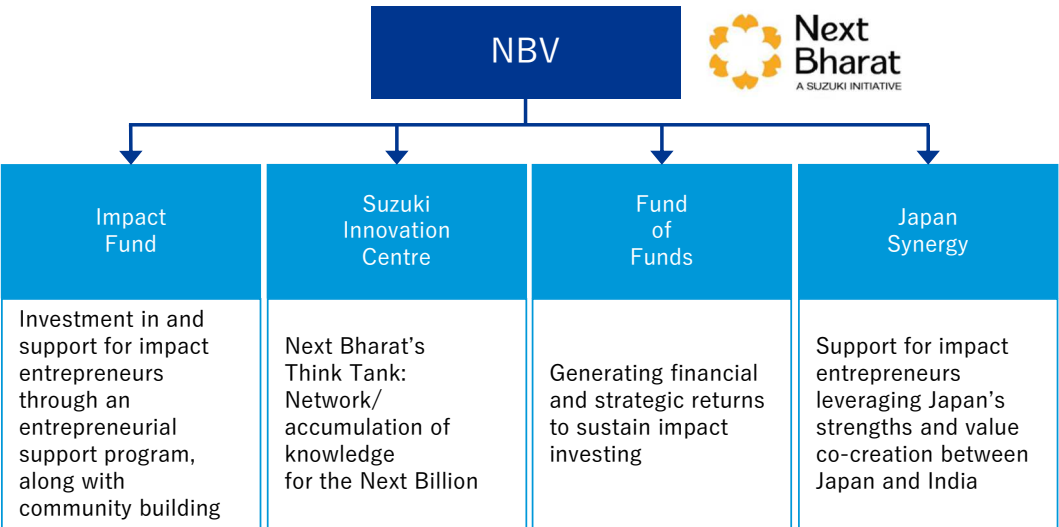
### Suzuki Global Ventures (SGV) United States: Silicon Valley (2022 -)

- Run in cooperation with World Innovation Lab (WiL), a leading VC based in Japan and the US
- Accelerate the acquisition of technologies and knowledge in new fields that are difficult to achieve through continuous evolution from existing fields. Supporting the achievement of Suzuki's growth strategies



### Next Bharat Ventures (NBV) India: Gujarat, Bengaluru, Hyderabad (2024~)

- Develop and support social entrepreneurs working to solve social issues in India
- Contribute to the further development of Indian society that nurtured Suzuki
- Going beyond mobility to connect with India's "Next 1 billion people".



## 5. Business Strategy and Initiatives | Biogas Business

Suzuki's strengths: Solving social issues and contributing to India's growth by leveraging CNG vehicles

### Growth of Suzuki

- Biogas produced and supplied to CNG vehicles (CBG vehicles)
  - >A realistic solution for a carbon neutral society.  
Right thing at Right place
- Provision of mobility services for rural areas using CNG vehicles
- Contributing to the improvement of the living standards of 1 billion rural residents
  - >Create connections with future Suzuki customers
- Linking the GHG\* reduction effect generated by this business to the Suzuki Group's GHG reduction

### Growth of India

- Enhancing energy self-sufficiency and environmental protection by promoting low-cost, locally produced, locally consumable carbon neutral fuel
- Revitalization of rural economies and formation of a recycling-oriented society
  - New job creation, additional income by selling cow dung
  - Facilitate inexpensive transportation and spread of organic fertilizers, etc.
- Measures against air pollution by using biogas for cooking at home (clean kitchen) and support for women's social advancement



Conceptual Image:  
Scheduled to start  
operations in 2025

Plant under construction in the Banaskanta region



Filling CNG vehicles with biogas (CBG)



Kitchen using firewood



Clean kitchen (small biogas - domestic use)

## 6. Financial Strategy

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## 6. Financial Strategy | Capital Allocation

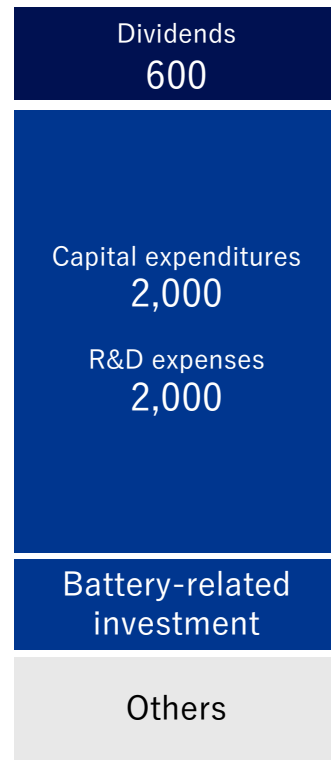
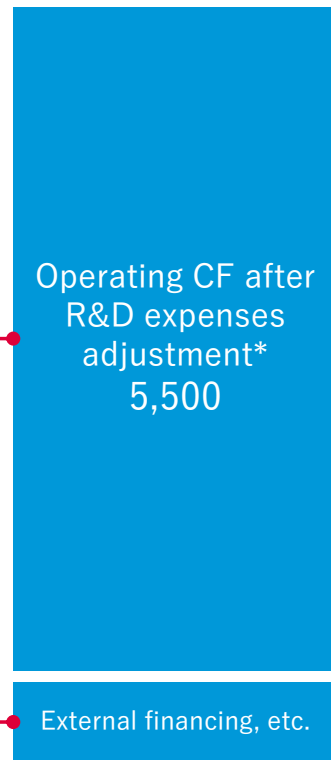
Improve profitability and efficiency, secure maximum investment funds, and proactively carry on growth investments. To maximize corporate value, flexibly allocate the right management resources at the right places according to external conditions

New Mid-Term Plan Period  
(FY2025 - FY2030 cumulative)

**Cash-In** (Billion Yen) **Cash-Out**

**Profitability, Efficiency Improvement**

- Responding to changes in revenue structure, setting investment criteria, and strengthening budget management
- Improving asset efficiency
- Optimizing capital structure



**Shareholder Return Policy**

- Introduce DOE to realize stable progressive dividends through long-term growth
- DOE: Increase corporate value by enhancing shareholder returns with a target of 3.0%

**Growth Investment**

- Increasing production capacity to meet growing demand in India
- Technology development towards minimization of energy consumption

**Battery-related Investment**

- Flexible investment based on market conditions

Share buyback, additional investment in corporate venture capital, etc.

\*Operating CF after R&D expenses adjustment is Operating CF before deduction of R&D expenses (Operating CF+ R&D expenses)

## 6. Financial Strategy | Investment Plan for Realizing Growth (FY2025 to FY2030)

Capital investment	(Billion Yen)
Increase production capacity	750
Preparation for new models	500
Carbon Neutral/SSF*1	150
Quality measures and efficiency measures	250
Sales points, test equipment, etc.	350
<b>Total</b>	<b>2,000</b>
<b>(India portion out of total)</b>	<b>1,200</b>

Research and development	(Billion Yen)
<b>Technology development towards energy minimization</b>	<b>1,350</b>
Future technology development/new business areas	100
Infrastructure investment (business improvement DX, etc.)	550
<b>Total</b>	<b>2,000</b>

Indian capital investment  
1,200 Billion Yen

- Increase production capacity (including new plant construction) 550 Billion Yen
- Preparation for production of new models 400 Billion Yen
- Carbon Neutral/SSF 100 Billion Yen
- Quality measures and efficiency measures 150 Billion Yen



Kharkhoda Plant  
\*Scheduled to start operation in 2025

Technology development towards energy minimization  
1,350 Billion Yen

- Electrification/SDV right 1,100 Billion Yen
- Internal combustion engine (thermal efficiency improvement/FFV/CN fuel) 100 Billion Yen
- Vehicle technology/lightweight technology / easy disassembly design/circular economy 150 Billion Yen

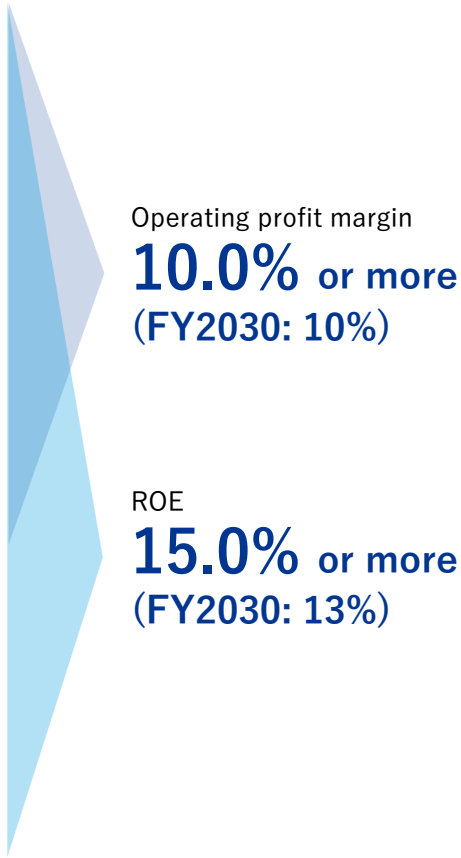


\*1 Suzuki Smart Factory

## 6. Financial Strategy | Improve Profitability and Efficiency

The Top Management will go to field (genba) and work-together with the employees on ground to promote company-wide profitability and efficiency improvement activities, enhancing the “earning power” of the entire Suzuki Group.

Response to changes in revenue structure	<p><b>Consideration of structural reforms aimed at strengthening the competitiveness of the entire Group over the medium to long term</b></p> <ul style="list-style-type: none"> <li>• Responding to stricter global fuel efficiency regulations</li> <li>• Response to declining market share in India</li> </ul>
Strengthening budget management	<p><b>Formulating and executing the budget as a goal to aim for</b></p> <ul style="list-style-type: none"> <li>• Clarifying the budget for the next fiscal year towards the revenue structure to be aimed for in the medium to long term</li> <li>• PDCA broken down to the segment level by department/site</li> </ul>
Strengthening investment management	<p><b>Enhancing investment management with an awareness of the cost of capital</b></p> <ul style="list-style-type: none"> <li>• Evaluation of profitability in the value chain</li> <li>• Utilizing NPV, IRR, etc., into investment criteria and management indicators</li> <li>• Improvement of accuracy of forecast of profit and loss by market and vehicle type, and thorough forecast management</li> </ul>
Improving asset efficiency	<ul style="list-style-type: none"> <li>• Improving sales forecasts using AI and proper inventory management</li> <li>• Continue to examine cross-shareholdings in comparison with the purpose of holding them and the cost of capital</li> </ul>
Optimizing capital structure	<ul style="list-style-type: none"> <li>• While maintaining financial soundness*, debt financing will also be considered</li> </ul> <p><small>*Review of non-consolidated net cash, shareholder’s equity ratio, etc.</small></p>



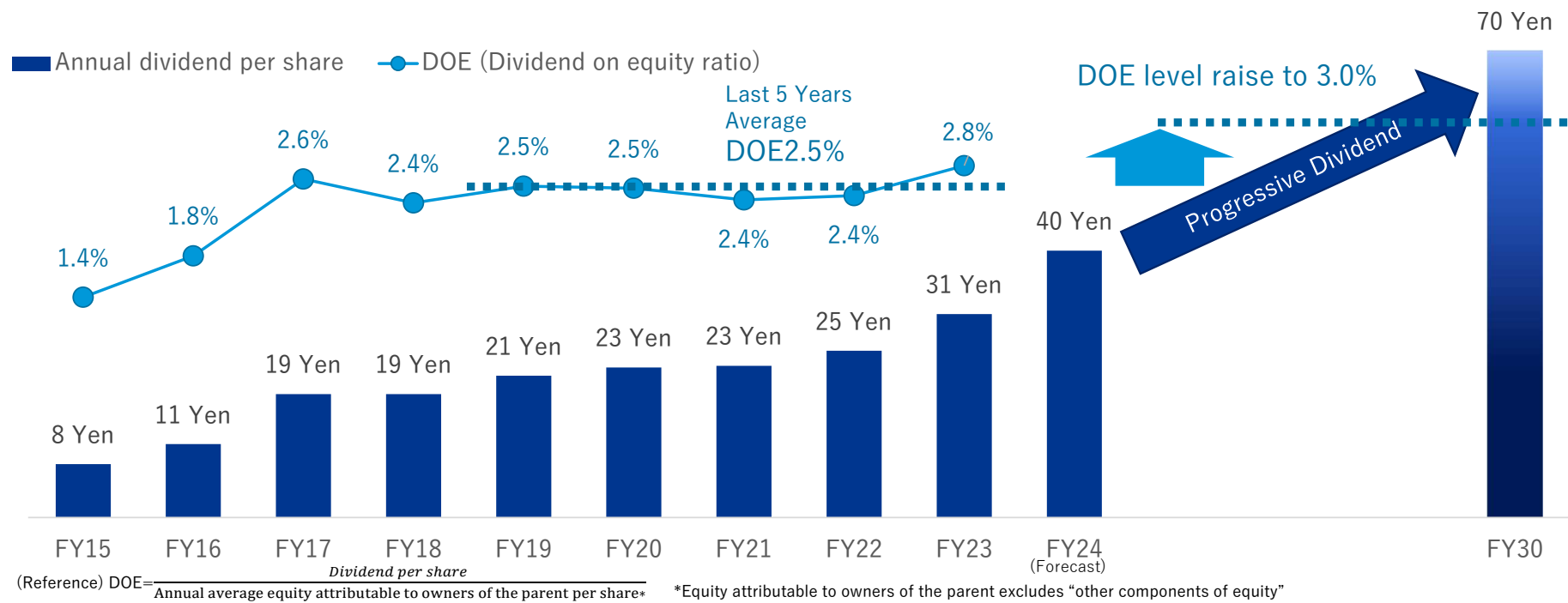


## 6. Financial Strategy | Shareholder Return Policy

To respond to long-term shareholders of Suzuki, especially Suzuki fans who support the challenge for FY2030, we focus our shareholder returns on dividends and strengthen returns through dividends

- Dividend policy: Progressive dividend ... Stable and continuous dividend, not profit linked
- Dividend indicator: Adoption of new DOE ...DOE level raised to 3.0%

Share buybacks will be decided after comprehensive consideration of capital efficiency (ROE), stock price level (PBR), etc.



# 7. Efforts to Strengthen the Management Foundation

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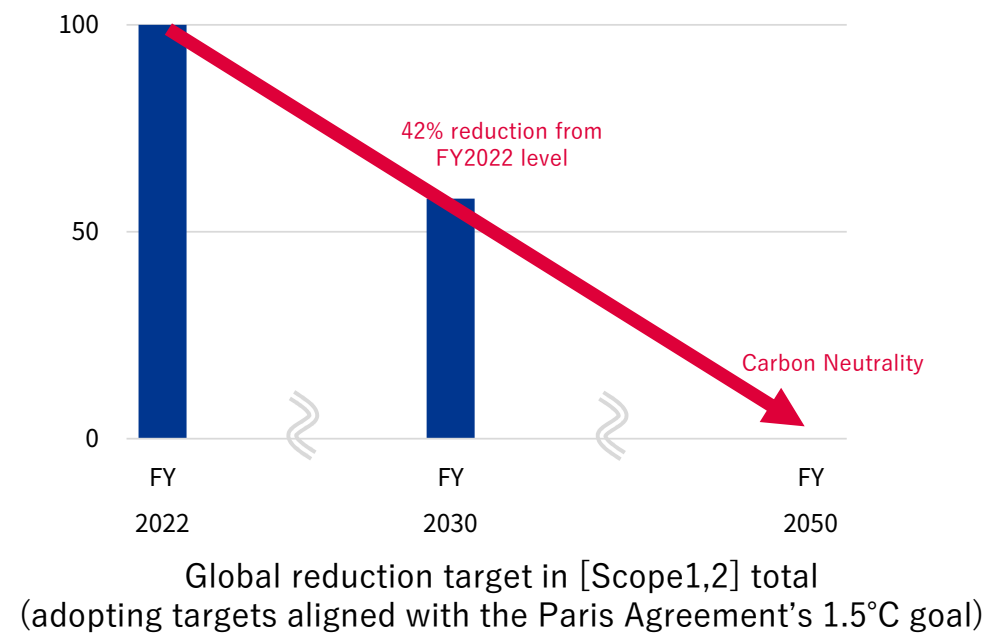
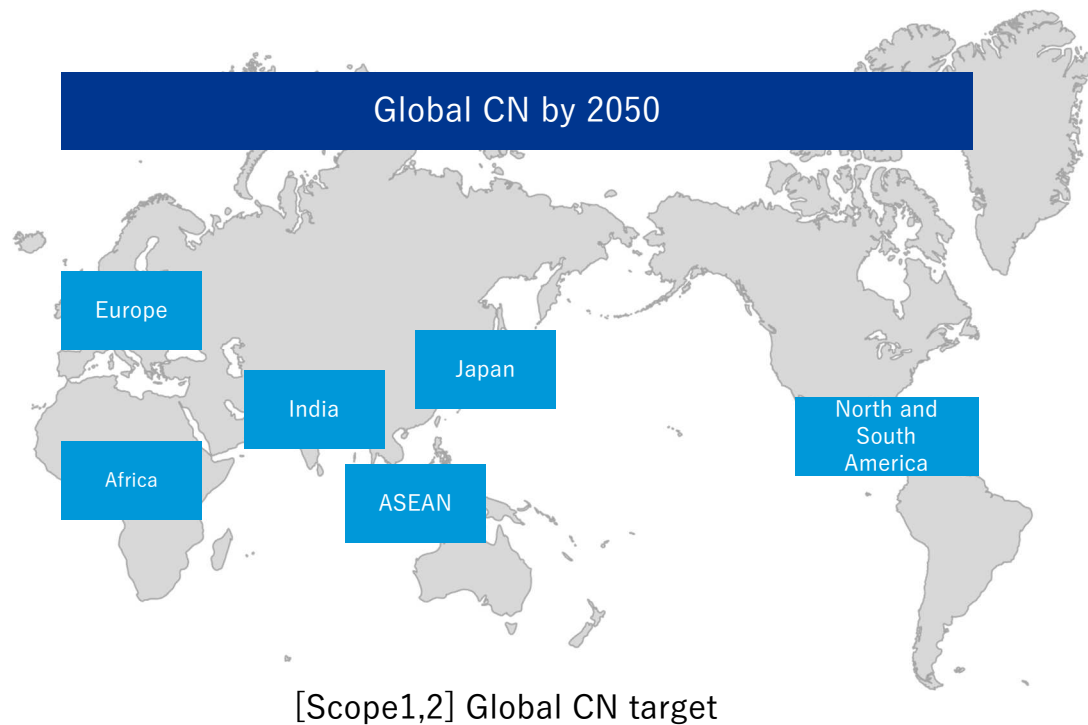
## 7. Efforts to Strengthen the Management Foundation | Carbon Neutrality

Aim to realize carbon neutrality in business activities' CO2 emissions [Scope 1, 2] globally (including India) by 2050

Transition to targets aligned with the Paris Agreement's 1.5°C goal

As an interim target, aim for a 42% reduction in total emissions by FY2030 compared to FY2022

\*Details of the new targets, including CO2 reduction from products [Scope 3], are scheduled to be disclosed within FY2025



## 7. Efforts to Strengthen the Management Foundation | Carbon Neutrality

Realize carbon neutrality with the right energy/technology in the right place

Renewable energy  
in-house power generation

- Installation of solar power generation facilities in Japan and India, among others

Onsite/Offsite PPA

- Use of renewable energy through onsite PPA at the Suzuki Parts Center Kobe in Japan
- Procurement of renewable energy-derived power using the offsite PPA system at the Gujarat plant in India

Purchase of CO2-free electricity

- Introduction of CO2-free electricity at sites in Shizuoka Prefecture

Hydrogen

- Demonstration of hydrogen utilization produced from renewable energy (cargo handling vehicles, painting processes, etc.)

Biogas (CBG)

- Installation of a pilot plant for biogas at the Maruti Suzuki Manesar plant

Battery (storage battery)

- Reduction of CO2 emissions during manufacturing and disposal of storage batteries by improving the utilization rate of storage batteries during their lifetime through shared use in vehicles and stationary applications



Solar panels installed on the roof of the Suzuki Parts Center Kobe using on-site PPA




Biogas plant installed at the Manesar Plant

## 7. Efforts to Strengthen the Management Foundation | Utilizing AI in Business Operations

April 2019 Full-fledged work efficiency improvement using AI -> Development and introduction of dedicated and general-purpose tools

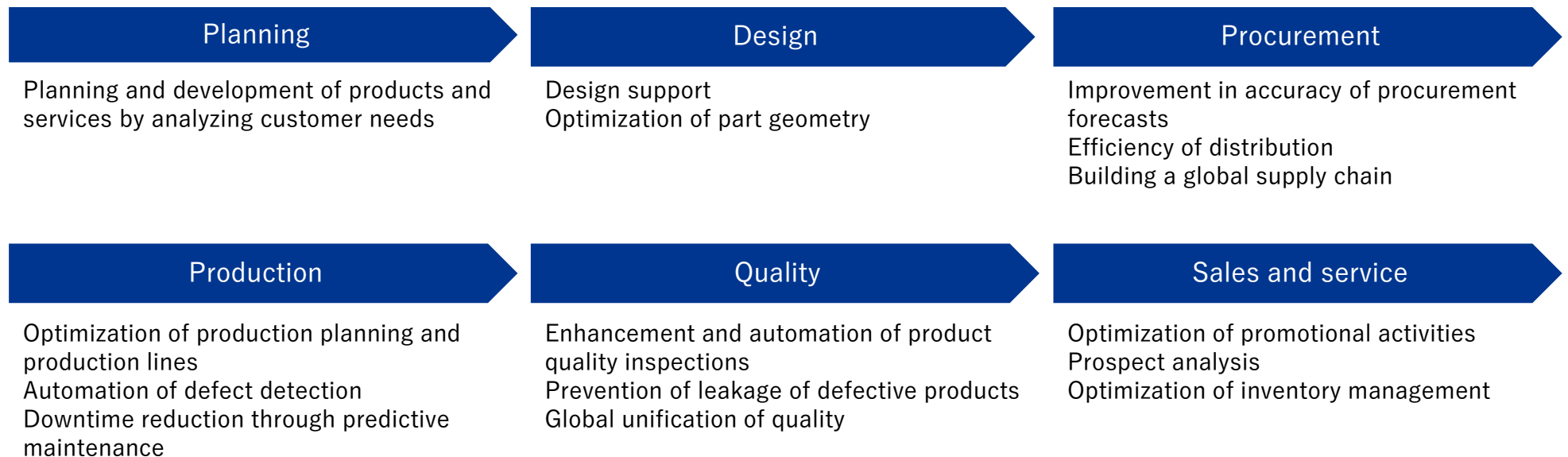
March 2023 Industry's fastest company-wide deployment of ChatGPT -> AI education for all employees to promote the use of AI within each department

	2019	2020	2021	2022	2023	2024	2025
Development/ introduction of tools dedicated for individual business			<ul style="list-style-type: none"> <li>AI foundation for connected data analysis [CONERIN]</li> </ul>	<ul style="list-style-type: none"> <li>Market quality information processing tools</li> <li>Repair parts demand forecasting tool for inventory optimization</li> <li>Production technology know-how visualization tool</li> <li>Production assembly failure detection tool</li> </ul>		<ul style="list-style-type: none"> <li>Molding failure factor identification tool</li> <li>Painting failure cause identification tool</li> <li>Casting failure cause identification tool</li> <li>Marketing data customer classifier tool</li> </ul>	<ul style="list-style-type: none"> <li>Expanding use of AI in business operations</li> </ul>
Development/ introduction of company-wide general- purpose tools		 <p>NAMI Conversational ChatGPT</p>	 <p>NAGI Summarization</p>		<ul style="list-style-type: none"> <li>Company-wide introduction of ChatGPT general-purpose tool [NAMI] [NAGI]</li> <li>Internal document utilization platform [NEMURIN]</li> <li>Internal document search tool [TERASS]</li> <li>AI-to-AI conferencing tool [NOOA]</li> <li>Automatic minutes generation tool [GIJIRON]</li> <li>Image/Video/Audio generator [YOMI]</li> </ul>	<p>[NAMI] Interactive type Number of users: 7,000 Ratio in employees: 55%</p> <p>[NAGI] Abstract/translation specialized type Number of users: 4,000 Ratio in employees: 30%</p>	
AI education			<ul style="list-style-type: none"> <li>Launched program to nurture human resources for AI development</li> </ul>	<ul style="list-style-type: none"> <li>Start of DX training for executives</li> </ul>	<ul style="list-style-type: none"> <li>ChatGPT training for executives</li> </ul>	<ul style="list-style-type: none"> <li>Generative AI training for executives and managers</li> <li>Deployment of generative AI E-learning for all employees</li> </ul>	

## 7. Efforts to Strengthen the Management Foundation | Utilizing AI in Business Operations

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By equipping employees with business knowledge and know-how, as well as skills to use AI, improve the work capabilities of individual employees  
Optimize processes along the entire value chain to maximize customer value

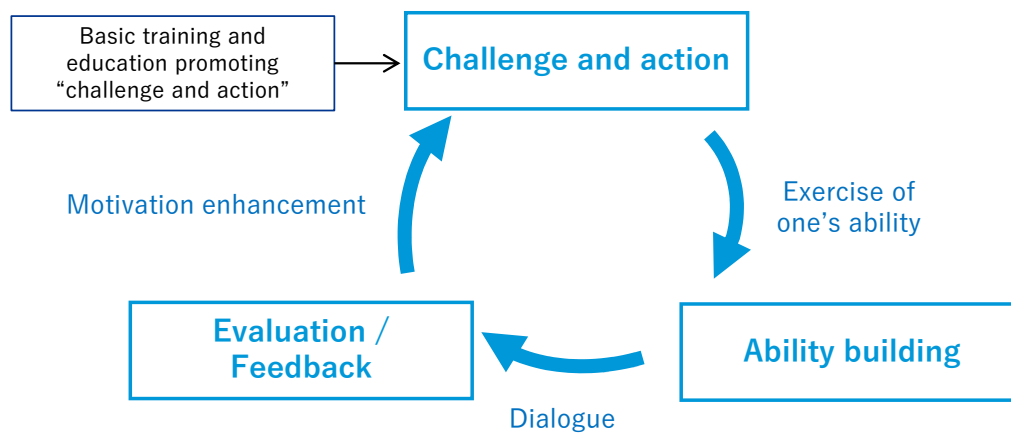


## 7. Efforts to Strengthen the Management Foundation | Human Capital Development

Focusing on “individual growth (i.e., improvement of work abilities)” and “enhancement of well-being (change of mindset from human resources to human capital)” through the personnel system  
 Creating an environment where each employee can practice the Mission Statement and Philosophy of Conduct and concentrate on individual growth

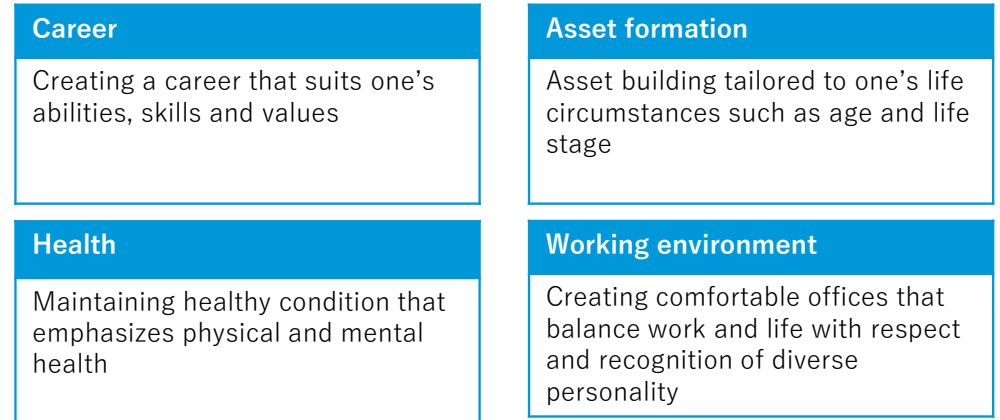
### Individual growth (= improvement of work abilities)

Promoting individual growth through the cycle of “challenge and action,” “ability building,” and “evaluation/feedback”



### Enhancement of well-being (from human resources to human capital)

Promoting individual growth by providing an environment where employees can lead healthy, prosperous, and happy lives and work for a long time with peace of mind



Personnel system

## 7. Initiatives to Strengthen Management Foundation | India Human Capital

Suzuki's strengths: Solving social issues and contributing to India's growth by leveraging Indian human capital

Expand the recruitment volume/ domain of work

- Expand engineer recruitment and business domain at India local satellite office of SRDI\*1
- Expand recruitment from IIT/IIM\*2 and take on the challenge of growing in new areas (new business areas, NBV areas, etc.)

Global roles of human capital

- Expand unification and mutual exchange of human capital
  - Expand the secondment of Indian executives to Suzuki headquarters in addition to the secondment of Japanese executives to Maruti
  - In the area of product planning and development, move to a Maruti Suzuki-led structure for Indian models

Work-life environment for global talent

- Improve living environment of foreigners from India and other countries working at Suzuki, Japan
  - Aim to invite an international school in Hamamatsu City in collaboration with local government and companies
  - Expansion of support for foreigners through KUROFUNE's life support application "KUROFUNE LIFE SUPPORT"





#### 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.

[English translation from the original Japanese language document]