

MSIL: COS: NSE&BSE: 2026/09_13

25th September 2026

Vice President
National Stock Exchange of India Limited
“Exchange Plaza”, Bandra – Kurla Complex
Bandra (E),
Mumbai – 400 051

General Manager
Department of Corporate Services
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai – 400 001

Subject: Announcement - Technology Strategy Briefing 2026

Dear Sir(s),

Please find enclosed herewith as Annexure – “A”, a copy of the Technology Strategy Briefing 2026, announced 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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Suzuki Motor Corporation Technology Strategy Briefing 2026

September 25, 2026

Representative Director
and President,
Suzuki Motor Corporation

Toshihiro Suzuki

Everyone, despite your busy schedules today, thank you very much for joining us for the briefing of Suzuki Motor Corporation's "Technology Strategy 2026 for 10 Years Ahead". I am Toshihiro Suzuki, Representative Director and President.

I will share review of the past, what has become apparent through these efforts, and about the future direction.

Looking Back So Far

2024

Smaller, Fewer, Lighter, Shorter, Beauty
Energy Minimization

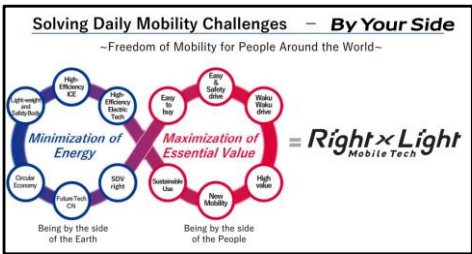
Five pillars of technological development
Multi-pathway



2025

Energy Minimization
×
Maximizing Essential Value
=

Right × Light
Mobile Tech



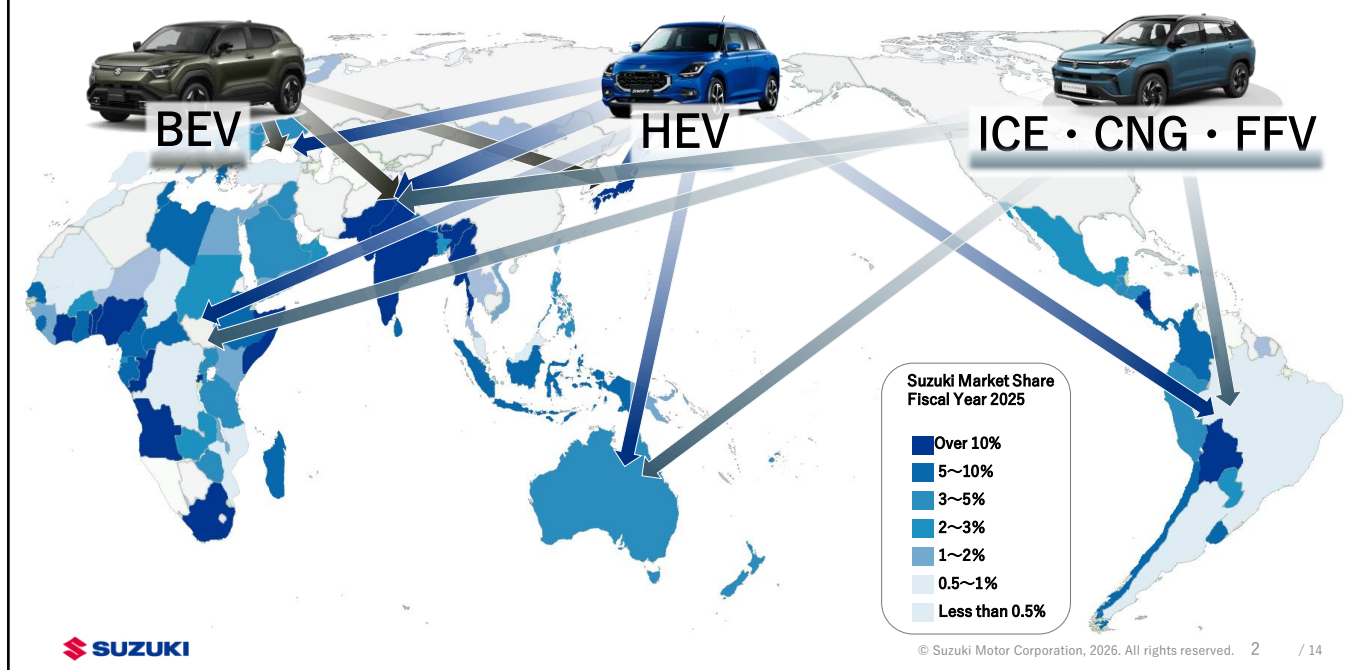
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In 2024, we held our first technology strategy briefing in 10 years.
This year marks the third time since the event was held.

In 2024, we addressed global environmental and resource challenges.
With the technology philosophy of ‘minimizing energy,’
we presented the idea of multi-pathway.

In 2025, under the corporate slogan “By Your Side,” we have engaged in repeated
discussions about ‘minimizing energy’ to stay close to the Earth, and ‘maximizing essential
value’ by being close to people, and we named the technology created as a means to
realize this ‘Right Light Mobile Tech.’

Achieving regional optimization with multi-pathway

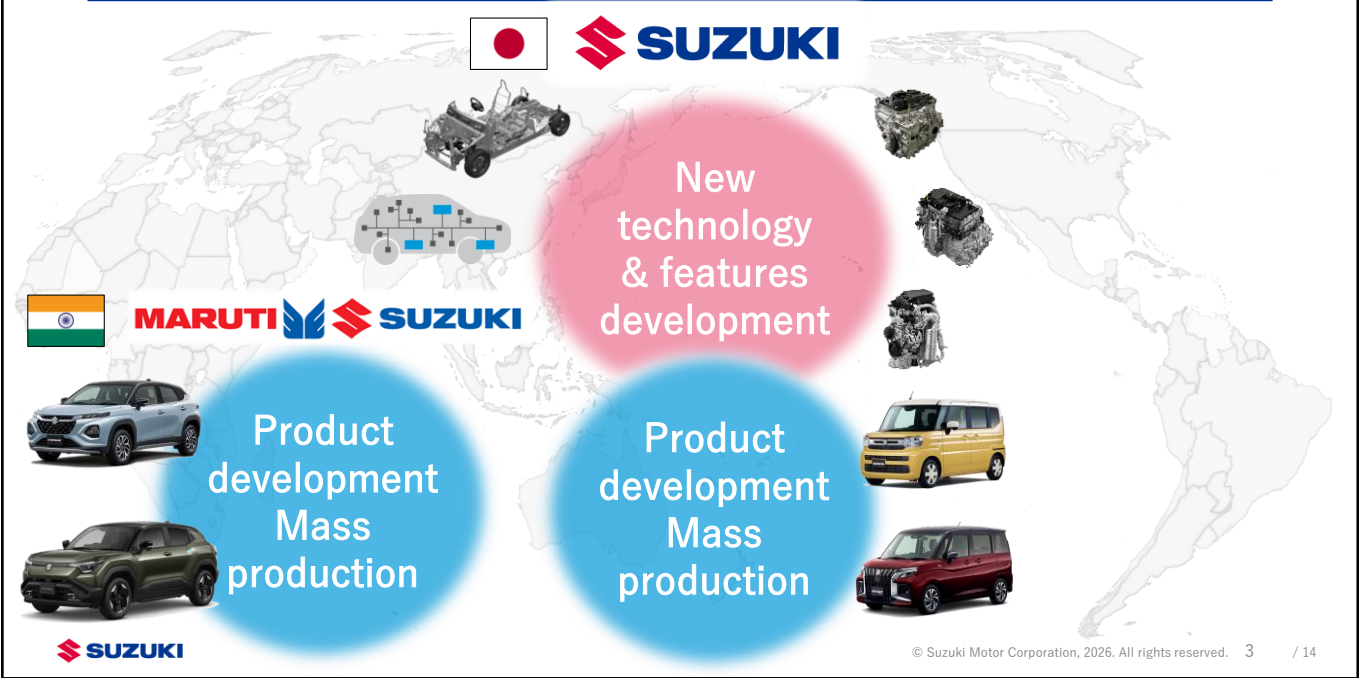


Now, based on our multi-pathway policy, we offer products tailored to the unique circumstances of each region, to customers worldwide.

Each country has its own generation mix and fuel conditions, the state of infrastructure development is also different, so which power source is optimal varies by region.

In addition, infrastructure, fuel, and our customers' daily lives, are gradually changing. When something changes, you can immediately deliver the best product. We believe that multi-pathway means preparing for that purpose.

How Suzuki Competes

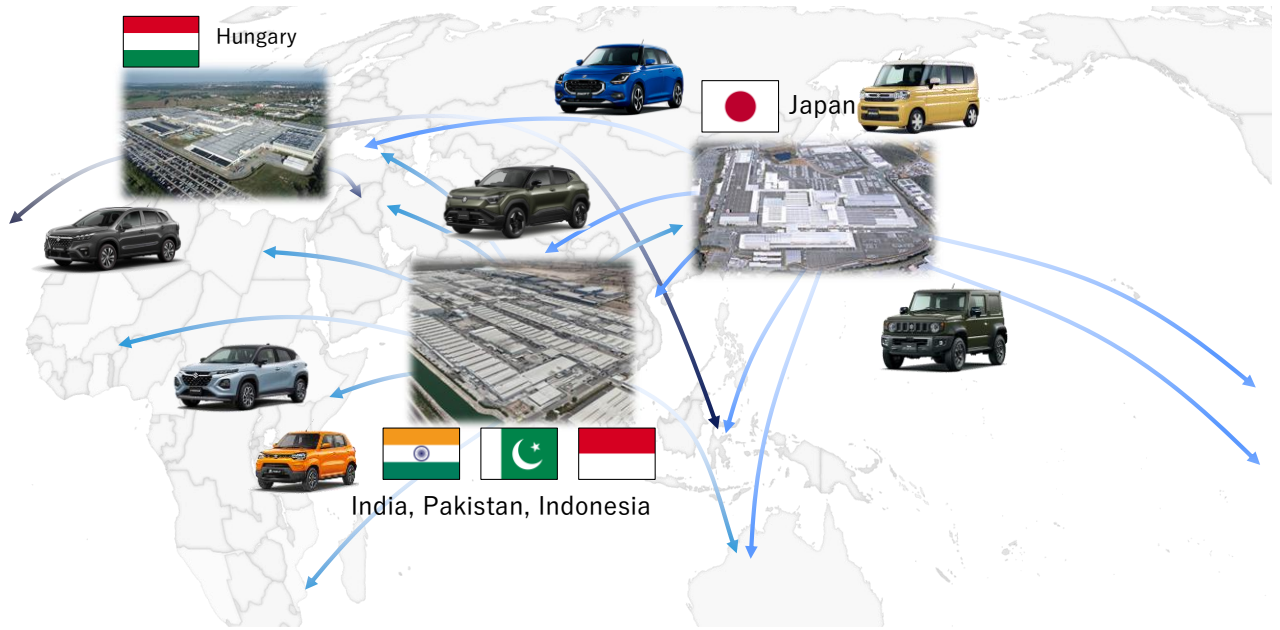


To continue realizing this multi-pathway, we are evolving our unique development and business systems.

At Suzuki in Japan, in addition to product development and mass production development, we develop new technologies and features, and share the technology we have built to Maruti Suzuki, optimize them for each customer and market, and are engaged in product development and mass production development.

Technology is shared. Products are regionally optimized. This is our mindset, and this is how Suzuki competes.

Locally rooted manufacturing



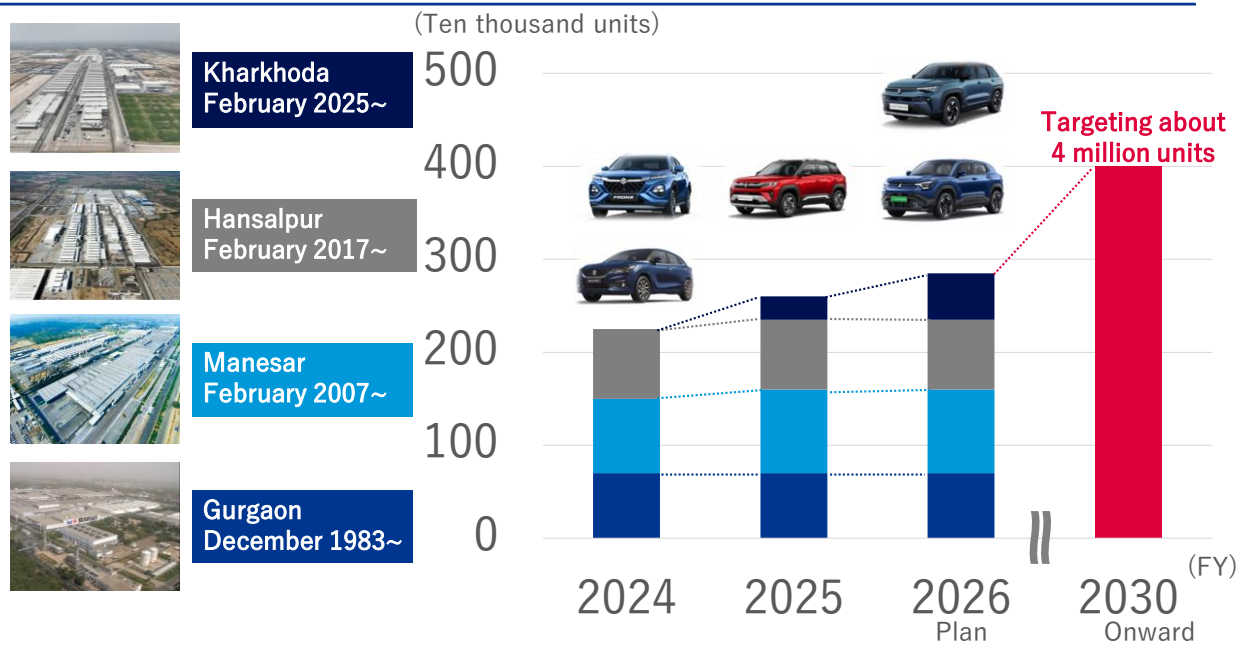
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And products are made in places closer to the customers.
This is our basic idea.

Suzuki has production bases in each region including Japan, Hungary, and Asia mainly in India.

Leveraging the strengths of globally produced products,
we believe it is important to position them as bases for delivering cars to customers worldwide.

Production capacity in India



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We are working to expand production capacity in India, as an important global production hub.

We refine technologies developed in Japan into vehicles tailored to each region, and deliver them not only to India but to customers worldwide.

To that end, following Guragaon and Manesar Plants, we have been improving our capabilities including the launch of the Hansalpur Plant in 2017, and the Kharkhoda Plant in 2025.

We will continue to strengthen our production capacity in India, and aim for 4 million units per year from fiscal year 2030 onward.

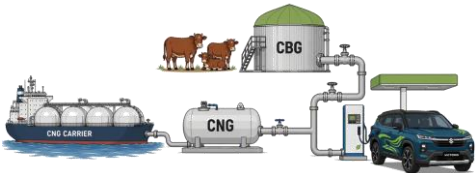
Biogas Business Expanding in India



Bhukhala Biogas Plant



CBG
Can be used to existing
CNG infrastructure
and existing engines



Aug 2026: 3rd Plant, Vinchhivadi
Opening Ceremony

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The role Suzuki plays in India is not just about making cars.
The biogas business is also an important initiative toward moving forward with multi-pathway development.

CBG made from cow dungs, etc. can promote carbon neutrality while utilizing existing CNG vehicles and infrastructure.

Last year, I talked about the construction plan, and three plants have started operating in the past year, in cooperation with India’s National Dairy Development Board and dairy cooperatives.

We produce fuel and organic fertilizer from cow dung found in the region, and combine it with CNG vehicles, which are already widespread.

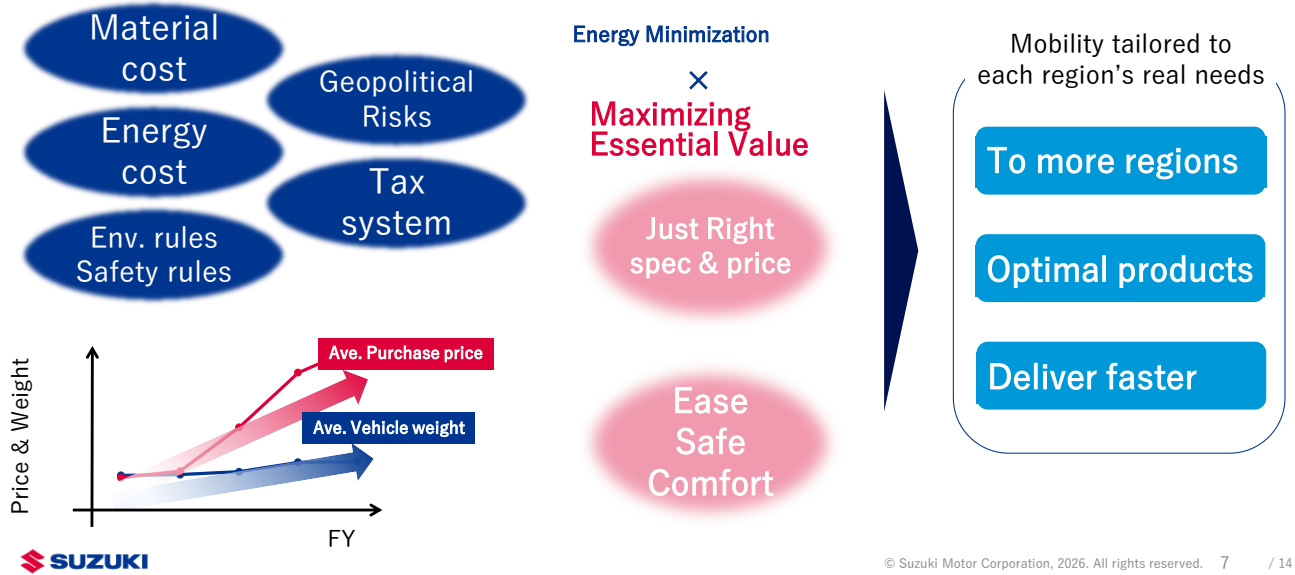
What I’ve discussed as a concept have begun operating as a business supporting regional resource circulation.

In July of this year, the governments of Japan and India agreed to launch the Japan-India CBG Initiative to introduce 1,000 biogas plants across India.
We will continue to do in our own Suzuki style to lead the biogas business.

Environmental Changes and New Challenges

Environmental Changes

What Suzuki Aims For



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Up to this point, looking back over the past two years, I've talked about what we've been working on so far.

Even today, the environment surrounding automobiles continues to change dramatically. The environment surrounding automobiles is undergoing significant changes, including rising raw material and energy costs, tightening regulations, geopolitical risks, tax systems related to each country's policies, and more.

The functions required for cars have diversified and become more complicated, and as a result, compared to five years ago, average price has risen by about 50%, and vehicle weight by about 10% heavier.

That's why Suzuki is so focused on what value is truly necessary, which functions are truly necessary, and what's 'just right' means for customers.

While continuously questioning our essential value more than ever before, in response to changes in the environment, it is necessary to achieve minimal energy consumption in multi-pathway approach.

Transforming development and production toward 2030

Delivering products to more customers while realizing multi-pathway

Keeping pace with the speed of change

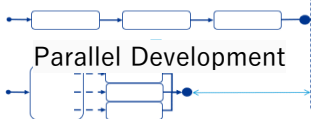
Development *Right x Light*
Mobile Tech

Prod *SSF*
SUZUKI SMART FACTORY

New Model
Development Period

Half

(Compared to FY2020)



Development efficiency

+ 30%

(Compared to FY2020)



Production efficiency

+ 50%

(Compared to Manesar Plant, India)



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Therefore, we have set new goals.
As a challenge to become a company that can keep pace with the speed of change, while halving the new model development period, we will improve development efficiency by 30%, and increase production efficiency by 50%.

This is not just about improving efficiency or cutting costs.

We will promote the strengthening of key management foundations to achieve energy minimization through multi-pathway, by having development and production to work together.

What we will change is the very way we proceed with development.

Instead of moving on to the next step after finishing the previous one, we will evolve into simultaneous and parallel development where planning, design, production, quality, and procurement start moving forward with the same goal in mind from the very beginning.

In addition, we will utilize and deepen the design standards and evaluation expertise, knowledge gained from actual vehicles over many years in digital spaces, thereby improving the efficiency of development itself.

Furthermore, while expanding the shared modules, by further advancing modularization, we will optimize everything from development to production in an integrated process.

Rather than completing everything with just their own work, everyone acts with the overall optimization in mind.
Through these initiatives, we aim to halve development time, improve development efficiency by 30%, and improve production efficiency by 50%.

Team Suzuki Circle



The Team Suzuki circle which will become the power needed to achieve that goal is found throughout the company.

Think not only about your own responsibilities but also about the customers beyond that. This is a culture that pursues overall optimization rather than partial optimization.

We are creating optimal products tailored to each region with Global Team Suzuki, including sales, planning, design, production, and furthermore, our global partners such as India.

Refine our skills and turn them into customer value with Team Suzuki. This is our strength.

Technology developed by Team Suzuki

Exhibited

Right x Light Mobile Tech



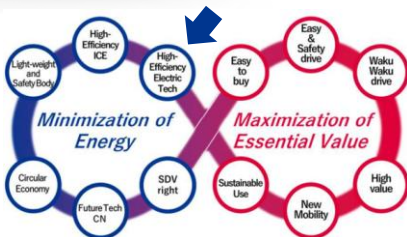
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Today, some of the technologies we have developed with the power of Team Suzuki are on display.

Starting with the S-Light, SDV Right, and new hybrid, from strong, lightweight, and safe bodies to manufacturing that recycles resources, they were made by advancing development aimed at minimizing energy and maximizing essential value.

Please take a look not only at each technology, but also from the perspective of what kind of customer value we create by combining them.

The perfect EV "e SKY"



心 Best kei EV efficiency **97Wh/km**

少 The battery is just right.

軽 Light vehicle weight **1030kg**

短 Fast charging **5 min.**
For example, for 50 km,
With fast charging

美 Long cruising range **310km**
Single Charging Range

*All figures are
prototype reference values

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Here, among them, let's talk about electrification technology shaped as a single car. A BEV created by Team Suzuki, which has been making kei cars, will soon deliver 'e SKY' to our customers.

This is the "just right" EV that was reached by addressing how customers use in daily lives and their challenges, that can only be understood through Suzuki's expertise of making and refining kei cars.

High-efficiency electric technology, sufficient batteries as needed, and a strong, lightweight, and safe body.

That leads to the value our customers truly need.

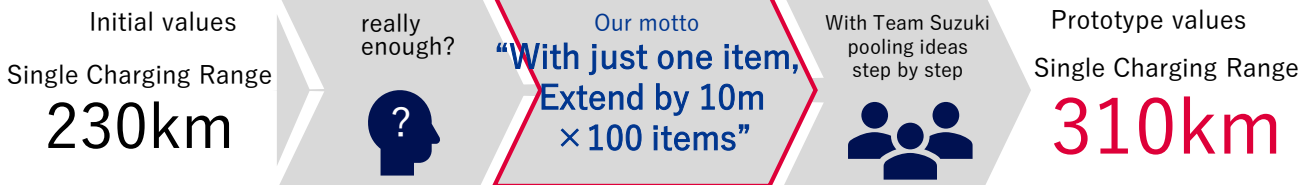
With the lowest electricity consumption cost among domestic EVs, with just the right amount of battery,

the light vehicle weight, short charging time,

and achieving a long cruising range,

this is one of Suzuki's answers to the "just right EV" that represents our Smaller, Fewer, Lighter, Shorter, Beauty concept.

The Story of Team Suzuki e SKY Development



No single breakthrough - many small ideas, combined

*All figures are
reference values from the current prototype



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As a symbol of Team Suzuki’s initiative, let me share a behind-the-scenes story in the development of ‘e SKY.’

The previous slide showed a single charging range of 310km, but in fact, the initial estimated driving range on a single charge during development was about 230km.

But we thought, when customers who have used ICE’s kei cars switch to a kei BEV, can they really feel at ease at 230km? Can’t it be extended further?

The slogan we set up there was, “Extend 10m with one item × 100 items.”, and every single member of Team Suzuki took on that challenge.

For example, while lowering the tire’s rolling resistance, to improve performance that even contradicts, we reviewed the characteristics of the suspension.

While reducing the number of LEDs to lower power consumption, we tried not to change the appearance with the light guiding plate.

To ensure you can ride comfortably even with a small motor, we optimized gear ratios.

Each improvement is small, but brainstorming across departmental boundaries among design, production, quality, procurement, and more, have built them up.

As a result, it made it possible to extend the driving range on single charge from 230km to 310km.

This is not due to a single breakthrough technology.

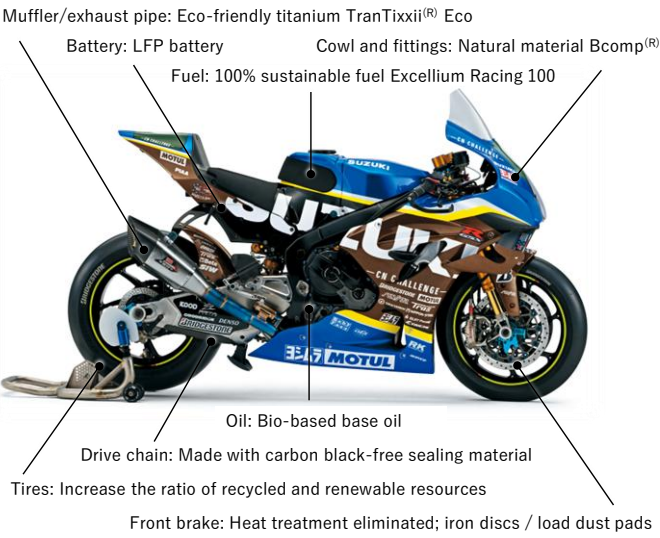
Rather than completing everything within your own area of responsibility, this is the result of pursuing overall optimization across departments.

We believe that this development process itself is Team Suzuki’s strength.

Team Suzuki CN Challenge



Members selected through internal recruitment



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Another initiative that symbolizes Team Suzuki is the CN Challenge.

This year as well, members gathered from across departments brought together knowledge and experience, and participated in the Experimental Class of the Suzuka 8 Hours Endurance Road Race held on Sunday, July 5th, and completed it.

2026 CN Challenge Open Recruitment Member Division

Role in the Team	Offices	Affiliated Division	Affiliated Department
Assistant Coordinator	Head Office	Automobile Vehicle Technology Planning Division	Teardown Analysis Department
Tire management	Head Office	Technology Strategy	Cast and Forged Metal Materials Department
Tire management	Head Office	Manufacturing	Resin Motorcycle Outboard Motor Biotechnology Department
Refueling and Fuel Management	Head Office	Manufacturing	Production and Logistics Department
Refueling and Fuel Management	Sagara	Automobile Vehicle Movement Technology	Sagara & Ryuyo Vehicle Evaluation Department
Refueling and Fuel Management	Ryuyo	Quality Assurance	Ryuyo & Miyakoda Evaluation Department
Time management	Miyakoda	Motorcycle Business	Electronic Control Department
Signboard	Head Office	Quality Assurance	Powertrain Quality Department
Signboard	Head Office	Human Capital Development	New Graduate Recruitment Department
Rider Helper	Miyakoda	Motorcycle Business	Motorcycle Cost Management Department
Rider Helper	Head Office	Automobile Vehicle Technology	Strength Performance Testing Department
Team Photographer	Miyakoda	Motorcycle Business	Fuel Tank Design Department
Public Relations	Miyakoda	Motorcycle Business	Motorcycle Sales Europe, North America, and Oceania Department
Public Relations Assistant	Miyakoda	Motorcycle Business	Motorcycle Sales ASEAN Department



As you can see, the Team Suzuki CN Challenge includes fourteen members who are not usually involved in races such as Automobile Vehicle Technology, Manufacturing, and Human Capital Development, who joined the team through an internal recruitment.

Technology development toward carbon neutrality is also being pursued by steadily advancing across departmental boundaries.

By combining technology and wisdom, everyone creates better answers together. This is Team Suzuki.

Going forward, we will continue to use multi-pathway delivering the “just right” for our customers as Team Suzuki and plan to offer these services one after another. Please look forward to Suzuki’s future plans.



Now, I will hand over to Chief Technical Officer Kato, who will explain the specific technology.

Thank you very much.



Suzuki Motor Corporation Technology Strategy Briefing 2026

September 25, 2026

Suzuki Motor Corporation
Director and Executive Vice President,
Chief Technology Officer

Katsuhiro Kato

I am Katsuhiro Kato, Chief Technology Officer.
I will explain our specific technologies.
Thank you very much for your attention.

Looking Back

2024

Smaller, Fewer, Lighter, Shorter, Neater

Minimizing Energy Use

Five Pillars of Technology Development



2025

Minimizing Energy Use
×
Maximizing Essential Value

=

Right x Light
Mobile Tech



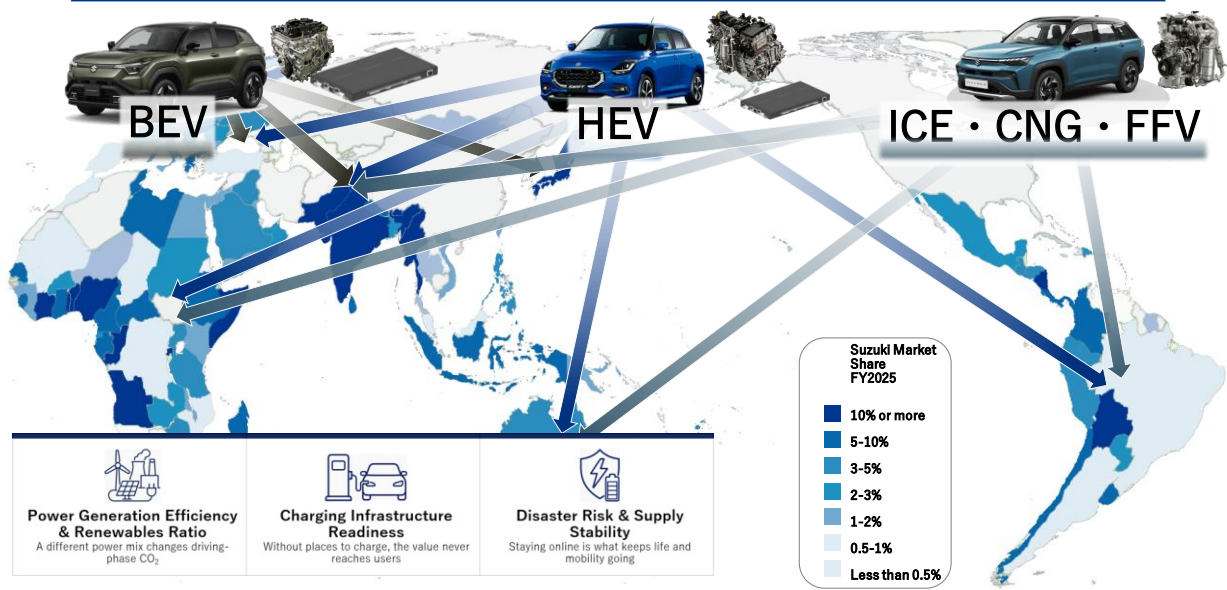
2026

Today's
Presentation

Last year, along with progress on minimizing energy use, we introduced “Right x Light Mobile Tech” as the overall term for technologies that maximize the essential value customers seek in the next-generation mobility society.

小沙輕短美

Mobility tailored to each region's realities and use cases



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Power generation efficiency, the share of renewable energy, the state of charging infrastructure, disaster risk, and the stability of energy supply differ greatly by country and region.

That is why, rather than rolling out the same system uniformly, we need to provide mobility suited to the realities of each region and its infrastructure.

For example, in regions that can make full use of renewable energy and charging infrastructure, we will deploy BEVs. In some regions, in addition to energy circumstances, responses to air pollution and the environmental policies set out by governments are also important factors.

Depending on those regional issues, we will combine BEVs, HEVs, and carbon-neutral-fuel vehicles appropriately to maximize our environmental contribution.

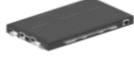
Regional optimization is not only a matter of technology.

We build the mobility that is needed in the region where it is used. We also see “local production for local consumption,” which reduces the energy, cost, and supply risk associated with transportation, as important.

小少軽短美 Using energy suited to each region: Electricity

Electric energy is advantageous where renewable power and charging infrastructure are readily available On display

Battery

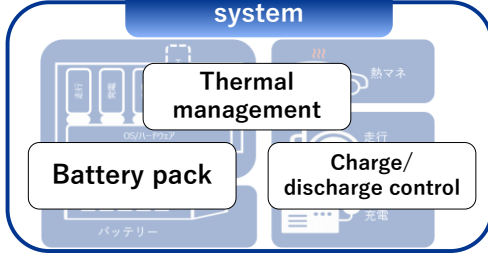


Lean-Battery x Common battery systems x Local production for local use

Driving range 'just right' for everyday use of customers
Balancing a thorough lean-battery approach

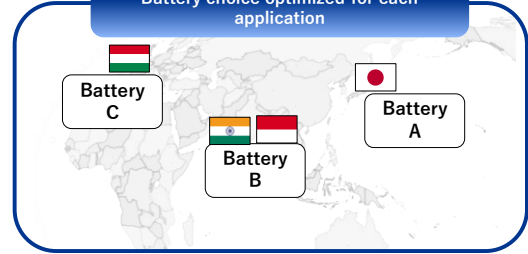
**In-house
development**

Common battery system



+

**From the optimal supplier in each region
Battery choice optimized for each
application**



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First, let me talk about our electrified vehicle technology.

We develop battery systems in-house - including the battery pack, thermal management, and charge/discharge control - and make them common across vehicles.

On top of that, we select the optimal battery for each region and application, such as Japan, India, and Europe, and secure it from the optimal supplier.

Also, precisely because Suzuki excels at building light vehicles, we can deliver the required performance with a smaller battery. We will pursue a "lean-battery" approach, matching battery capacity to how customers actually use their vehicles, and thereby holding down resource use and vehicle weight.

Standardizing the battery system while retaining the flexibility to choose the optimal battery for each region - that is Suzuki's battery strategy.

Next-generation
e Axle

e 4WD

X-in-1 x Heavy-rare-earth-free x Local production for local use

Small, light, affordable, efficient: two sizes planned together to cover the full range

Shared between BEV and HEV

Two specs: large and small

On display

The exhibited 3-in-1 is smallest in its class

	Mini / A-seg	B / C / D-seg
e Axle	70kW	130kW
e 4WD	10kW	30kW

Mini

Next-generation
HEV

Compact

48V P2: electrification that is just right for minivehicles

Combines better fuel economy with refined acceleration (approx. 15% CO₂ reduction vs. 2022; 150 kg less CO₂ per 10,000 km)
Delivering the value of electrification without compromising minivehicle usability or price.

Series HEV

+

Adding external charging capability
Right-sizing the battery

➔

REEV Light / PHEV

+

Combines better fuel economy with the acceleration compact cars demand
(approx. 29% CO₂ reduction vs. 2022; 300 kg less CO₂ per 10,000 km)



Next, the powertrains of our electrified vehicles.

The e Axle fitted to the e SKY, our mini BEV, is a 3-in-1 unit and, according to our research, the smallest of its kind.

Based on the technology cultivated here, for the next generation of mini and A-segment vehicles we will evolve it into a 6-in-1 unit of the same size as the 3-in-1.

Furthermore, for the B and C segments, we will hold the volume increase to only about 10% versus the mini/A-segment unit, achieving an e Axle that is small, light, affordable, and efficient.

With two specifications, large and small, sharing the same basic concept, we cover everything from mini vehicles to the D segment. In addition, to avoid geopolitical risk and improve future recyclability, we are working to make our motors free of heavy rare earths.

The e 4WD system, useful in snowy regions, is being developed for use in both BEVs and HEVs, and here too two specifications, large and small, cover mini through D-segment vehicles.

By sharing basic designs and parts between BEVs and HEVs, we can deploy them efficiently in both, and by sharing production equipment we hold down new investment.

We will share design philosophy and core technologies globally while optimizing procurement and production to each region's market size and production volume.

Our next-generation HEVs optimize the electrification system to the vehicle segment.

For mini vehicles we adopt a new hybrid that achieves fuel economy, driving performance, and cost at a high level, reducing CO₂ by 15% versus an ICE vehicle.

For compact cars we are preparing a series HEV that generates electricity from fuel and drives on the motor, and we will further evolve this series HEV by adding external charging capability and a right-sized battery to create a light range extender.

It will become a “REEV Light” that does not carry an oversized battery yet lets you drive without worrying about the remaining charge.

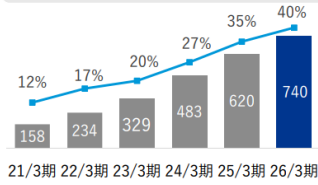
Rather than developing these individually, we plan them together on a common foundation of core platforms and basic designs, and develop them as a family.

小少輕短美 Using energy suited to each region: CNG/CBG

On the path to carbon neutrality in India, CNG/CBG is advantageous

On display

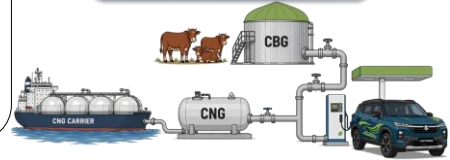
インドでのマルチスズキCNG車の販売台数（千台）
マルチスズキ販売車に占めるCNG率比率（％）



Why CNG and CBG?

<Driving 10,000 km per year>
vs. gasoline vehicles
CO₂ reduction: 155 kg less per vehicle
(740,000 vehicles -> 115,000 t-CO₂)
Fuel cost: approx. 40% lower per vehicle
(approx. 27,000 yen less)

CBG uses existing CNG infrastructure usable with existing engines



CNG cylinders that once took up the cargo area is moved under the floor

Evolving the conventional CNG vehicle further
Weight: -40 kg (resin cylinders)
Cargo capacity: +100 L (under-floor cylinders)



Resin cylinder



All-New Underbody S-CNG
新型ビクトリスではCNGタンクをアンダーボディに搭載し荷室空間の快適性を実現
画像引用: MGLホームページ
(<https://www.marutisuzuki.com/arena/victoris>)



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Beyond electricity, it is also important to use fuels suited to each region's energy situation.

In addition to supporting bioethanol, we will focus on CNG, whose infrastructure is well established in India and other regions, and on biogas - CBG - a business Suzuki is developing in India.

In India, CNG vehicles account for about 40% of sales. Driving 10,000 km per year, a CNG vehicle emits about 155 kg less CO₂ than a gasoline vehicle and cuts fuel costs by about 40%.

Furthermore, CBG, produced from sources such as cow dung, allows progress toward carbon neutrality while using existing CNG vehicles and infrastructure as they are.

On the other hand, conventional CNG vehicles had the drawback that the cylinder took up much of the cargo area.

So in the new Victoris, we moved the cylinder from the cargo area to under the floor, expanding cargo capacity by 100 L.

In addition, by replacing the roughly 60 kg steel cylinder with a resin one of about 20 kg, we aim to save about 40 kg.

Current CNG vehicles use a bi-fuel system combining gasoline and CNG for driving range, but we are studying a simpler mono-fuel system running on CNG alone.

We are also working to make the internal combustion engine itself more efficient in order to draw out the full potential of CNG and CBG.

小少輕短美 Using less energy with highly efficient internal combustion engines

On display

Next-generation DITC engine balancing performance and fuel economy

Cutting engine losses to the limit, toward 50% thermal efficiency



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It is essential to thoroughly improve the efficiency of the internal combustion engine so as to reduce the energy we use in the first place.

Building on the technology cultivated in our latest Z12E, we are expanding the current 40% thermal efficiency range and challenging ourselves toward 50% thermal efficiency beyond that.

What we aim for is not a leap driven by a single breakthrough technology. By thoroughly reducing cooling loss, exhaust loss, mechanical loss, and pumping loss one by one, and balancing performance with fuel economy, we aim for the ultimate high-efficiency engine.

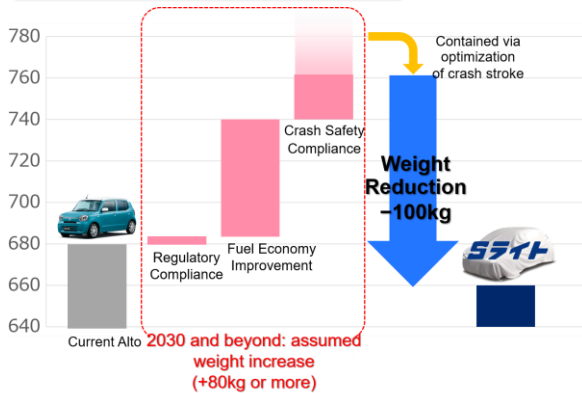
We are also developing DITC, a next-generation direct-injection turbo engine that combines high efficiency with powerful driving, for growth markets such as India.

Reduce each loss one at a time, and waste not a single drop of fuel or unit of heat energy.

Through such steady, honest accumulation, we will raise the potential of the engine even further.

Weight reduction that pursues safety and peace of mind

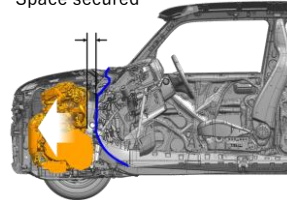
Optimal solution for the whole vehicle



Controlling crash energy

On display

Space secured



Rather than absorbing the impact, we consider how to route heavy masses away from the occupants, securing deformation space between engine and occupants

Steady, part-by-part accumulation



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Now, however efficient the electrification and internal combustion technologies we develop, if the vehicle itself becomes heavier, energy consumption increases. At the same time, safety requirements grow stricter every year. Raising safety performance with conventional thinking means reinforcing the body structure, which increases weight and cost.

So, looking ahead to 2030 and beyond, we pursued a way to raise safety performance without making the car heavier. Across the body, powertrain, electrical, and production engineering functions - and across our motorcycle, automobile, and outboard motor divisions - we discussed and learned from past models and the wisdom of our predecessors to find the optimal solution for the vehicle as a whole.

That answer is “controlling crash energy.”

Rather than simply strengthening the body, we control the impact by optimizing the crash stroke - securing sufficient deformation space between the engine and the occupants - meeting safety standards while suppressing weight increase. To do so, each division pooled its know-how, for example by moving the engine forward, and we optimized structure and layout across the whole vehicle. By further reviewing materials, individual parts, and specifications, we have a clear path to a 100 kg weight reduction by 2030. Including future ideas, we are studying a reduction of up to 120 kg.

Where strength is needed, we use high-tensile steel sheet with a higher deformation limit to secure higher strength even at thinner gauges. Since rigidity is proportional to thickness, we secure high rigidity through clever shapes and structures.

While an ordinary steel has a strength of 270 Mpa, high-tensile steel has a strength of 1,470 MPa.

Apply the same force and both flex the same way, the ordinary steel retains the deformation, while the high-tensile steel does not. This is because the limit beyond which deformation becomes permanent is different.

We have the same samples in the exhibition area, so please experience the difference in strength for yourself afterward.

One more, a truly small thing: we have also reviewed our bolts.

Originally a technology already adopted in motorcycles and outboard motors, making the head of the M8 bolt smaller saves about 1 g.

A car uses more than 2,000 bolts, so it may be only 1 g, but that 1 g matters.

Beyond reviewing existing structures and substituting materials, we pursue steady weight reduction part by part, right down to a single bolt.

The weight reduction Suzuki pursues is not only about using less energy while driving; it is an effort to use less steel, aluminum, resin, and battery material in the vehicle itself, making effective use of limited resources.

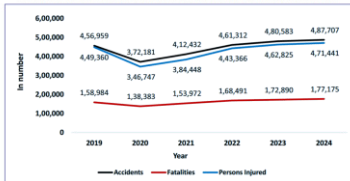
We believe this technology also contributes to the resource and energy security and the reduced dependence on critical minerals set out in Japan's growth strategy.

Electrical components that pursue safety and deliver just-right value

On display

- India has the world's highest number of traffic fatalities (177,000 in 2024)
- Suzuki sells the most vehicles in India (40.6% share in 2024)
- => Suzuki has the greatest influence on reducing traffic fatalities worldwide

Chart 1.1: Trends in number of accidents, fatalities and persons injured: 2019 to 2024

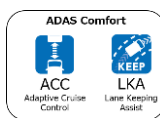


Source: Road Accidents in India 2024, Government of India, Ministry of Road Transport and Highways

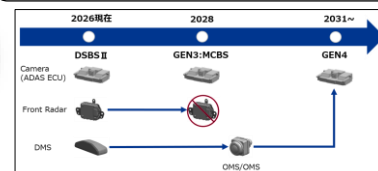


Making ADAS safety features standard on all vehicles

Contributing to fewer traffic fatalities

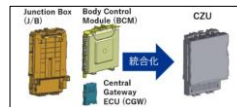


Integrating the combined DMS/OMS camera into ADAS, standard on all vehicles while curbing price increases



Controller integration: X-in-1 CZU (world's smallest, lightest, most affordable class)

Cost -30%, weight -15% (vs. conventional)



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So far I have explained how we achieve a safe and light vehicle body.

However, body evolution alone cannot solve every traffic accident issue, so we are also working to reduce accidents themselves.

In India in particular, 177,000 people died in traffic accidents in 2024, and the fatality rate per capita is about six times that of Japan. Most accidents in India could potentially be mitigated by advanced driver assistance systems (ADAS), so spreading safety technology has great social significance.

But fitting expensive advanced driver assistance systems only to a few luxury cars does not reduce accidents across society.

So that as many customers as possible can benefit, Suzuki, based on the "SDV Right" concept, will identify the functions customers truly need and deploy "just-right ADAS" suited to India's traffic conditions across all vehicles, including affordable price ranges.

Safety functions such as autonomous emergency braking and lane departure prevention will be standard, while comfort functions can be chosen by the customers who want them.

And we will not leave "deployment on all vehicles with high cost performance" as mere theory - we will realize it concretely through the power of technology.

For example, in the system configuration we adopt high-resolution cameras and AI chips and integrate step by step, removing the front radar and integrating the DMS/OMS camera into the ADAS system.

We achieve major cost reductions with a view to all-vehicle deployment while maintaining equal or better safety performance.

In addition, in our next-generation electronic platform, looking ten years ahead, we consolidate communication, power distribution, and body control functions into a “Central Zone ECU,” reducing cost by about 30% and weight by about 15%.

Under the SDV Right philosophy, we identify the functions that are truly needed and thoroughly integrate whatever can be integrated. Suzuki will protect customers’ lives from both sides – “safety in a crash” through a safe, light body, and “safety that prevents accidents” through ADAS - contributing to a safe mobility society.

Advancing mono-material design: 70% less CO₂ from floor mat raw materials



Different materials



All-polyester

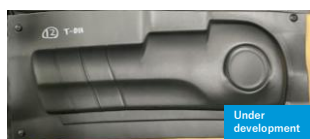
Same material

Mass-production technology

CO₂ emissions from producing floor mat raw materials



Under development



Under development

Reproducing different textures with the same material

Shredding and pelletizing



Next, let me talk about minimizing the Earth's resources through materials technology, and about realizing a circular economy.

“Resource and energy security” is an extremely important theme in Japan’s growth strategy as well.

Beyond resource saving through weight reduction, Suzuki is working toward a circular economy through easy-to-disassemble designs for recycling, use of recycled materials, and battery reuse.

Every year we hold an internal exhibition of materials and production technologies, where we share a variety of development themes for resource circulation and reduced environmental impact.

This year too there were a wide range of initiatives leading to a circular economy, such as mono-material design, easy-to-disassemble design, and the use of recycled materials.

As a representative example, let me introduce the mono-material floor mat.

Floor mats, which conventionally combined different materials, have been evolved into an “all-polyester” design made entirely of polyester.

This not only removes the effort of disassembly and recycling, but has also succeeded in cutting CO₂ emissions from producing the floor mat raw materials by about 70%.

We are also working to reuse offcuts generated in the production process as raw material again, and in the future we aim to achieve horizontal recycling, collecting used floor mats and turning them into new ones.

In addition, we are advancing material designs that are easy to disassemble and recycle, such as replacing coatings and surface skins with the same type of material.

Using CO₂ as a resource with on-board CO₂ capture technology

On display



CO₂ as a resource

Agricultural use

Material use



Greenhouses require added CO₂; today this is supplied by burning kerosene

Approx. 50% of CO₂ captured over 20 km of driving

Over 20 km: about 1 kg captured of the roughly 2 kg of CO₂ emitted

Examples of CO₂ resource use

- Fuel
- Chemicals and resin feedstock
- Cement feedstock



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Next, let me introduce our “carbon negative” initiative, looking beyond carbon neutrality.

What we are developing is “CARBON CAPTURE CARRY,” a mobile CO₂ capture system based on the Super Carry mini truck.

CO₂ emitted from the vehicle is efficiently captured by a small on-board device and put to effective use promoting crop growth in nearby greenhouses.

Combined with carbon-neutral fuel, this is a challenge to achieve true carbon negativity, where the amount captured exceeds the amount emitted.

The key to the technical development is capturing and utilizing a large amount of CO₂ with a small device.

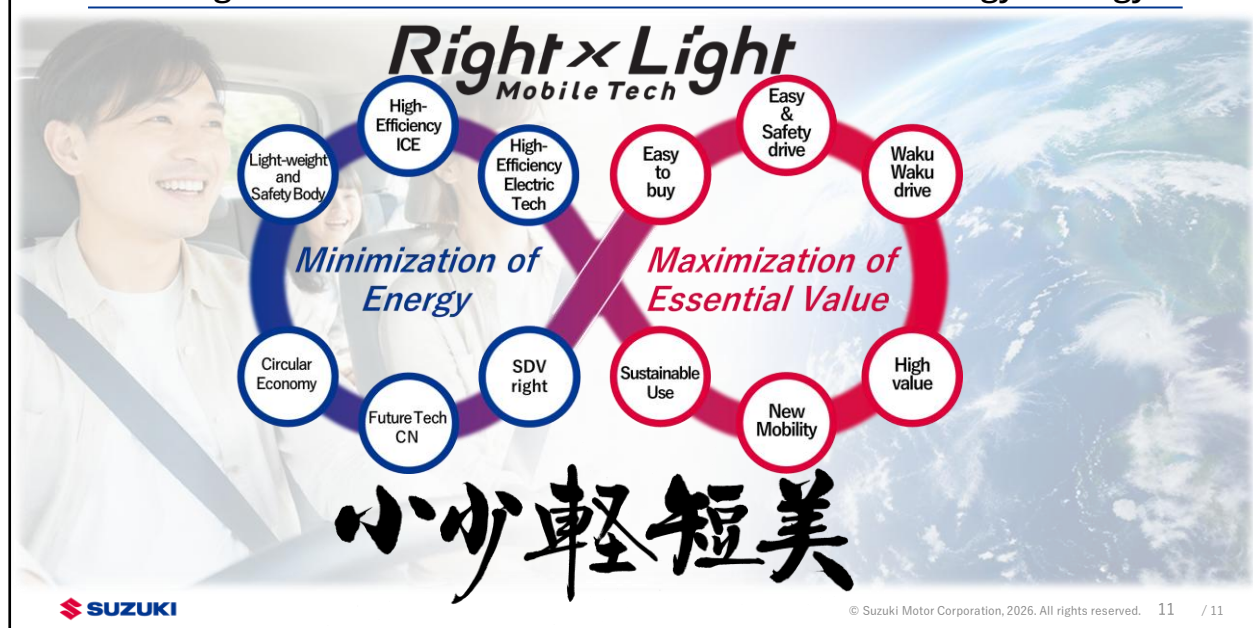
It carries a moisture absorbent that efficiently removes water from the exhaust gas and an adsorbent that captures CO₂ with high efficiency and low cost, and we are developing a system that can stably capture CO₂ while driving.

As one concrete example of the effect, driving 20 km a day, we capture about 1 kg - half - of the roughly 2 kg of CO₂ emitted by the vehicle.

CO₂ captured by a vehicle running on carbon-neutral fuel is used effectively in agricultural greenhouses and other applications, and combined with the reduction in kerosene consumption, this delivers both environmental contribution and economic benefit for farmers.

Capture CO₂ while driving and use it in local agriculture. With practical technology that connects mobility and agriculture, Suzuki takes on the challenge of going carbon negative.

Matching the value customers seek with Suzuki's technology strategy



So far, I have introduced the many concrete technology strategies we are pursuing.

What Suzuki has consistently valued is not overreaching, excessive technology, but an attitude of staying close to customers' lives and the realities of each region, maximizing essential value while using the Earth's resources and energy as sparingly and efficiently as possible.

"Right x Light Mobile Tech," which we advocate, is our firm resolve: in the face of the great challenges of the global environment and resource constraints, to refine the philosophy of "Smaller, Fewer, Lighter, Shorter, Beauty" - the origin of manufacturing - and to keep delivering "just-right, truly valuable mobility" to customers around the world.



Suzuki will continue to advance technology development as one united Team Suzuki.

We hope you will look forward to Suzuki's future.
Thank you very much for your attention today.