

ANNUAL REPORT 2004



SUZUKI MOTOR CORPORATION

A MESSAGE FROM THE MANAGEMENT

In delivering our Annual Report 2004, we wish to extend our greetings to you.

With respect to the overall trend of demand in the automobile industry during this fiscal year, in the Japanese domestic market, the shipment volume of motorcycles saw a decrease from the previous year. As for automobiles, mini-vehicle sales increased compared to the previous twelve months for the first time in four years. However, no significant growth could be attained from sales of small cars, subcompacts and larger vehicles. The overall result was a slight increase over the previous year in total automobile sales.

In overseas markets, motorcycle exports to Europe and other markets increased, but exports to North America slipped. As a result, motorcycle exports as a whole saw a decrease from the previous year. On the other hand, due to increases in markets such as Europe and Southeast Asia, automobile exports slightly exceeded last year's level, despite decreases in North America and other markets.

Under these circumstances, Suzuki focused on increasing sales in the domestic motorcycle market by enhancing our product lineup through the introduction of models such as the Choinori SS and ST250. In the domestic automobile market we made efforts to boost sales through various measures including the introduction last September of the new Wagon R mini passenger car - the third generation of a model first introduced in 1993 - along with the introduction of numerous specially equipped versions of the subcompact passenger cars Chevrolet Cruze, Wagon R Solio, Swift and other models. We also focused on promoting the maintenance and development of our small and subcompact car sales channel, the Suzuki Arena.

Meanwhile, in overseas markets, we introduced a number of new motorcycle models including the GSX-R600, GSX-R750 and V-Strom(DL650), and new All Terrain Vehicle (ATV) models including the Twin Peaks 700 4×4(LT-V700F). We made efforts to strengthen our overseas production bases for our automobiles. This included boosting production at Maruti Udyog Limited in India, which were incorporated into Suzuki subsidiaries during the previous year, and PT Indomobil Suzuki International in Indonesia and starting production of the new passenger car Ignis at Magyar Suzuki Corporation in Hungary.

As a result, our net sales in this fiscal year were ¥2,198,986 million (US\$20,806 million), 109.1% of the previous year. In terms of profits, through cost reduction and other efforts, our net income reached ¥43,835 million, (US\$415 million), 141.3% of the previous year.

Dividend at the end of the current fiscal year was ordinary dividend of 4 yen (US\$0.038), plus special

dividend 1 yen, for a total of 5 yen (US\$0.047) per share (9 yen (US\$0.085) for the year, including interim dividends).

Tough market conditions are expected in the months ahead. However, we fully intend to overcome this difficult challenge - our basic corporate policy for the fiscal year 2004, summed up by the slogan: "In order to survive, let us stop acting in a self-styled manner and get back to basics." By which we mean we intend to make a thorough review of every aspect of our business to further develop our corporate strength.

In order to construct a highly profitable operation for our motorcycle business, in the domestic market, we will make efforts to increase sales of the Choinori - a domestically produced scooter which played a major role in the growth of our market share this year - as well as boost sales of our larger motorcycles. In overseas markets, we will take measures to increase sales of small motorcycles in the ASEAN region and to increase sales of large motorcycles in the European and North American markets.

For our automobile business, in the Japanese domestic market, we will concentrate on the strengthening and developing of our existing sales network, boost our understanding of the market, heighten customer satisfaction, strengthen the sales capability of Suzuki Arena, our sales channel for small and subcompact vehicles, and make sure these efforts translate into increased sales of our small and subcompact models. In overseas markets, our efforts will include the promotion of business conduct and product development in a manner closely suited to each regional market, along with the promotion of quality- and productivity-boosting automation, local procurement of components, cost-reduction activities and other measures, to further strengthen our overseas production bases. We will also aim to maximize the business potential of the synergy gained by our strategic alliances with General Motors Corporation as well as each company in the GM group to reinforce our corporate foundation.

Furthermore, efforts will be taken to develop, in an effective and efficient manner, products that closely suit each of the four central markets in the world, and to introduce them in a timely fashion. And for the protection of the global environment, we will promote development of products designed for low environmental impact by reducing gas exhaust emissions, improving fuel efficiency, reducing the amount of natural resources required for their production and facilitating recycling. We will also develop next-generation vehicles such as vehicles powered by fuel-cell systems.

Under the motto "Small Cars, - for a Big Future," Suzuki has set out its determination to continue active

efforts to develop small cars that our customers demand and to make efforts to ensure our products have a minimal impact on the global environment. At the same time, we will keep on working toward maintaining a highly efficient and healthy business operation.

We sincerely look forward to your continuing support and encouragement of our business.



Osamu Suzuki
Chairman & CEO



Hiroshi Tsuda
President & COO

PROFILE

Suzuki Motor Corporation designs and manufactures passenger cars, commercial vehicles, motorcycles, All Terrain Vehicles (ATVs), outboard motors, and other products. The company continuously and vigorously promotes technical cooperation through numerous joint ventures overseas, and its main production facilities are currently located in 23 countries and areas around the world. The established network enables Suzuki to operate as a global organization serving 190 countries.

Suzuki Motor Corporation was first established as

Suzuki Loom Manufacturing Co. in March 1920.

Suzuki then entered the motorcycle business with the introduction of "Power Free" motorized bicycle in 1952, and entered the automobile business in 1955 with the introduction of "Suzulight" lightweight car.

Suzuki is committed to use its amassed technological expertise and all other available resources to help raise the quality of human life in society by promoting corporate growth through manufacture and supply of socially demanded products.

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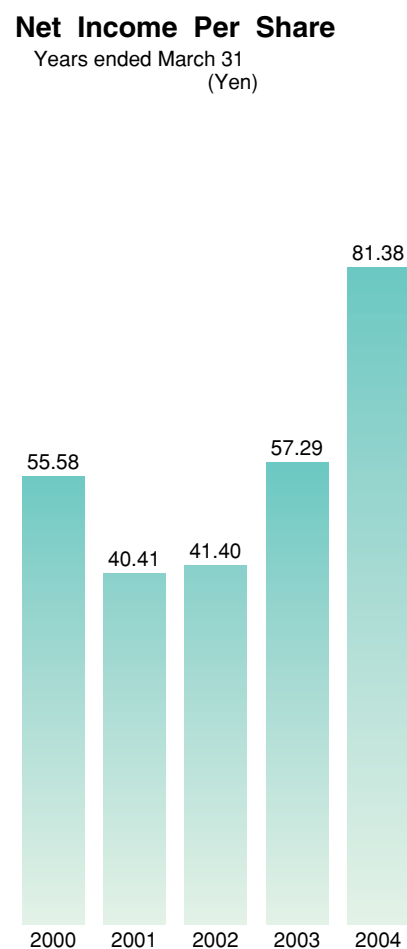
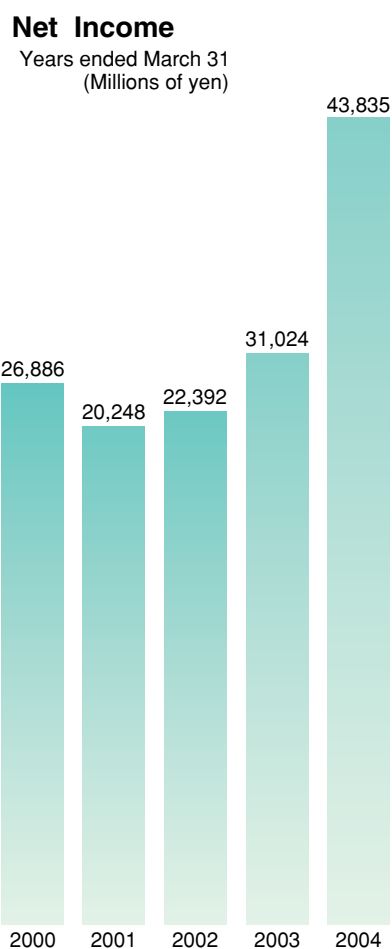
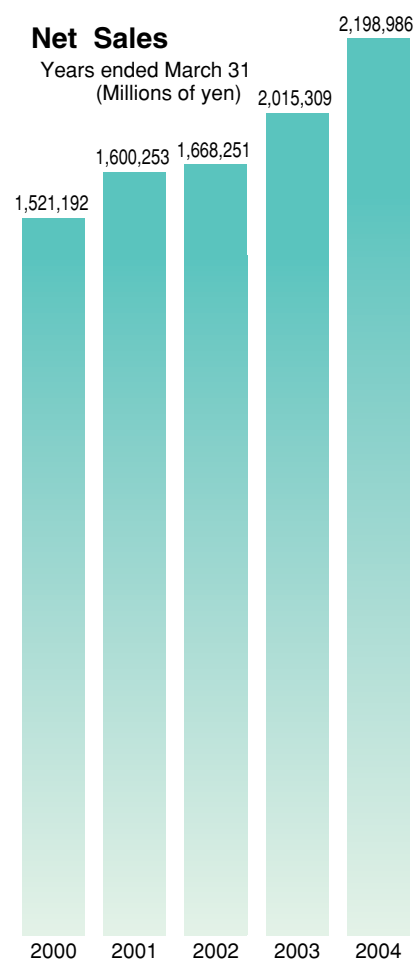
Head office & Takatsuka Plant

Headquarters, Engineering center and Motorcycle engines assembling plant

FINANCIAL HIGHLIGHTS

SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES	Millions of yen (except per share amounts)		Thousands of U.S. dollars (except per share amounts)
	2004	2003	2004
Years ended March 31, 2004 and 2003			
Net sales	¥2,198,986	¥2,015,309	\$20,806,004
Net income	43,835	31,024	414,756
Net income per share:			
Primary	81.38	57.29	0.769
Fully diluted	79.17	55.57	0.749
Cash dividends per share	9.00	9.00	0.085
Shareholders' equity	692,345	648,357	6,550,719
Total current assets	902,263	844,577	8,536,889
Total assets	1,577,709	1,537,430	14,927,709
Depreciation and amortization	87,858	83,896	831,282

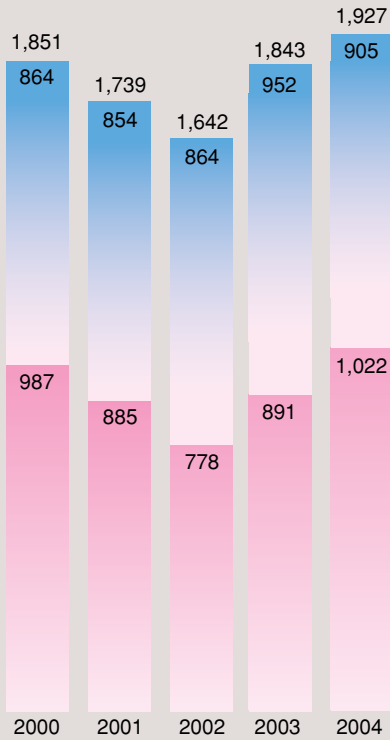
Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥105.69 = US\$1, the prevailing exchange rate on March 31, 2004.



YEAR IN REVIEW

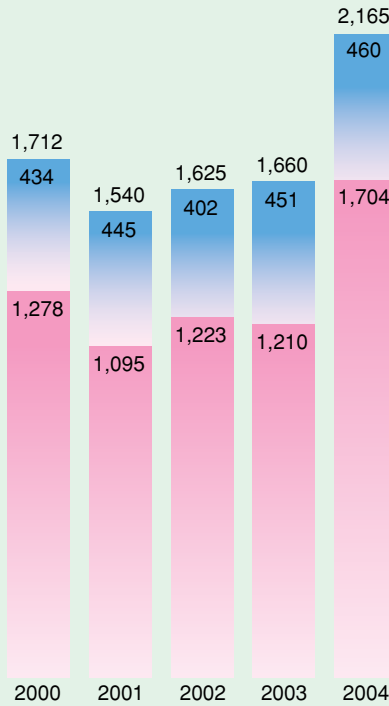
Automobiles Unit Products

Years ended March 31 (Thousand units)



Motorcycles Unit Products

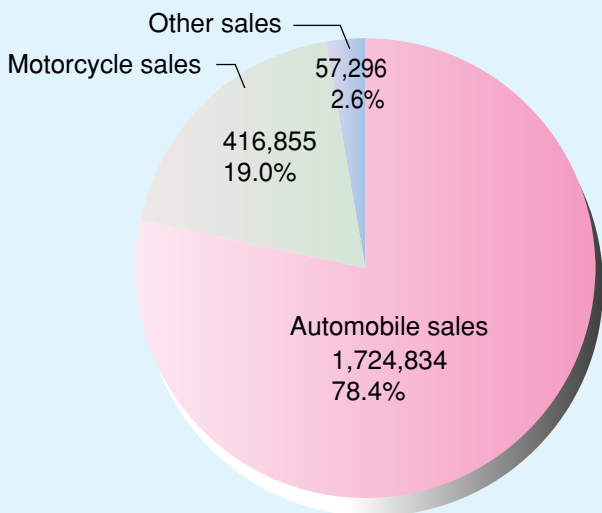
Years ended March 31 (Thousand units)
(ATV included)



※ Production in Japan is CBU.
Overseas production is CKD units + components for overseas production.

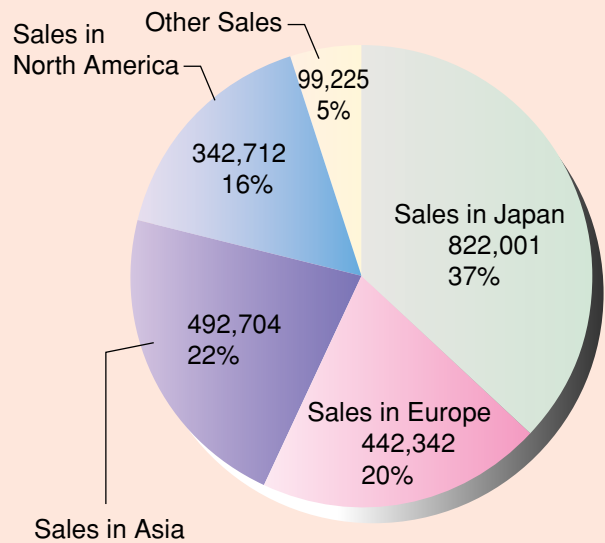
2004 Net Sales By Business

(Year ended March 31, 2004, millions of yen)



2004 Net Sales By Market

(Year ended March 31, 2004, millions of yen)



AUTOMOBILES

The Japanese Market

Performance in the Japanese domestic market

Total domestic sales of automobiles in fiscal year 2003 remained mostly unchanged in volume from the year before, totaling 5,890,543 units, 100% of the previous year. Sales of mini vehicles increased to 1,861,231 units, 102% of the previous year. The number of registered units (automobiles excluding mini vehicles), remained at a similar level to the year before, at 4,029,312 units, 100% of the previous year.

Suzuki's total domestic automobile sales in 2003 amounted to 634,484 units, dropping slightly to 99% of the previous year. With a domestic market share of 10.8%, Suzuki was the fourth largest out of the thirteen domestic auto manufacturers.

Sales status

(1) Although the mini-vehicle market has continued to maintain a high capacity exceeding 1.8 million units ever since regulatory standards were revised, further large growth is not expected to be sustainable, and competition among manufacturers is prospected to intensify. Under such circumstances, Suzuki actively took measures during 2003 to promote sales, including introducing a full model change for our main model - the Wagon R - as well as bringing in several minor change models. In addition, special edition models were added to the line-up and as a result sales totaled 569,873 units, 99% of the previous year. This meant that once again Suzuki retained the largest market share for mini vehicles during fiscal 2003 - a position Suzuki has solidly maintained for 31 consecutive years.

(2) Suzuki's sales volume for registered vehicles was 64,611 units (106% of the previous year), exceeding the preceding year's figures for the fourth consecutive year and continuing to register steady growth. The driving force behind the growth was the favorable sales marked by the Swift - whose product competitiveness was boosted by the addition of a special edition together with a price review - and the Chevrolet Cruze, a model jointly developed with General Motors. Suzuki's growth from the previous year in the small and subcompact vehicle market stands in contrast to other makers, who mostly saw declines from the previous year.

(3) The "Suzuki Free Auto Inspection Campaign," - a popular sales promotion conducted each year, was continued for another year.

Individual model topics

(1) Suzuki's aggregate domestic sales of mini vehicles reached 15 million units in January 2004.

(2) The Wagon R, Suzuki's number one main model, underwent a full model change in September 2003, and in December 2003 aggregate domestic sales reached two million units - just 10 years and four months after its introduction.

(3) Sales of the Wagon R amounted to 188,498 units. The Wagon R came out top in the number of newly registered mini vehicles during fiscal year 2003.

(4) The Carry Truck was once again the best-selling model of the year in fiscal year 2003 in the all-truck segment, making it the number-one seller for the 33rd consecutive year.

(5) Models that underwent a minor change include the Grand Escudo, Lapin, Aerio, Aerio Sedan, Swift, Twin and MR wagon.

(6) The Chevrolet Cruze also underwent a minor change. Importing and sales of the Chevrolet Trailblazer, Chevrolet

Trailblazer EXT and Chevrolet Astro started from January 2004.

(7) Annual production at Sagara Plant, Suzuki's manufacturing plant for automobile engines, in March 2003 reached a volume of one million units. The entire production process from casting, machining to assembly is carried out at the Sagara Plant, and the engines produced at the plant are all state-of-the-art, high-performance, all-aluminum engines.



WAGON R



TWIN



AERIO (Export name: LIANA)



JIMNY



WAGON R+ (manufactured at Magyar Suzuki Corp. in Hungary)

Overseas Markets

Total automobile exports for this fiscal year grew to approximately 1,230,000 units, 111% of the previous year. Although dropping exports to North America meant CBU exports fell below previous year's level (96%), a growth was recorded in terms of total volume, due to CKD and SET exports to India, Pakistan, Taiwan and other countries.

As for new products, the Liana underwent a minor change in October 2003, further strengthening its refined image. Responding to popular demands for diesel engines in Europe, diesel versions of the Jimny and Liana were put on sale in early 2004. Following the Concept-S introduced at the 2002 Paris Motor Show, the Concept-S 2 was first unveiled in 2003 at the Frankfurt International Motor Show, and it has been put on display for the general public at motor shows in the world including Tokyo, Geneva, Brussels, drawing widespread praise.

One of the mainstays of Suzuki's motorsports activities is the Junior World Rally Championship. Entering first in 2002, Suzuki is now in its third year of participation in this event and has become a seasoned contender. In 2004, Suzuki is fielding a new machine based on the Magyar Suzuki Corporation-made Ignis, piloted by four new drivers. Suzuki monopolized the podium at the Rally of Turkey in June, and expectations are high for further great results.

As for our overseas production bases, production operation at Magyar Suzuki is expected to be ever more active, following the start of production of a new model Ignis in April 2003. Furthermore, in April 2003, work began on joint development with Fiat Auto S.p.A. of a new SUV, and agreement was reached to carry out production of the car at Magyar Suzuki from the latter half of 2005, and presently, preparations are underway so this goal can be achieved. At Maruti Udyog Limited, where aggregate production reached four million units in April 2003, a decision was announced in May 2004 to manufacture the latest automobile with a diesel engine using technology provided based on a licensing contract with Fiat-Opel.

Business performances at our overseas subsidiaries in 2003 were on the whole favorable. We intend to concentrate our best efforts to achieve further growth, summed up by our motto: "In order to survive, let us stop acting in a self-styled manner and get back to basics."



Kosai Plant
Passenger car assembling plant



Iwata Plant
Sport utility vehicle and commercial vehicle assembling plant



SWIFT SPORT (Export name: IGNIS SPORT)



GRAND VITARA DIESEL



IGNIS (manufactured at Magyar Suzuki Corp. For Europe only)
SUZUKI MOTOR CORPORATION

MOTORCYCLES

The Japanese Market

The number of motorcycles put out by the four Japanese manufacturers in the domestic market during fiscal year 2003 (April 2003 to March 2004) stood at a total volume of 743,000 units (96% of the previous year). A breakdown of this figure by displacement classes shows volume for the 125cc-and-under class of 612,000 units (96% of the previous year) and for the 126cc-and-over class of 131,000 units (95% of the previous year), thus marking a decline for both classes.

In the 125cc-and-under class, although sales of 50cc scooters, which with a volume of 420,000 units account for 68% of the total remained at 100% level compared to the previous year, sales of 50cc underbone models dropped to 79,000 units (86% of the previous year) and 51-to-125cc scooters slipped to 48,000 units (88% of the previous year).

As for larger models, although sales of 126-to-250cc scooters increased to 45,000 units (107% of the previous year) and 401cc-and-over touring models to 16,000 units (104% of the previous year), overall, sales dropped in all displacement classes - the 126-to-250cc class at 90,000 units (96% of the previous year), 251-to-400cc class at 24,000 units (91% of the previous year) and 401cc-and-over class at 17,000 units (92% of the previous year).

Total volume for Suzuki in fiscal year 2003 saw a growth to 143,000 units (116% of the previous year). A breakdown of the figure by displacement classes shows volume for the 125cc-and-under class of 115,000 units (120% of the previous year) and for the 126cc-and-over class of 28,000 units (102% of the previous year), showing growth in both classes.



Toyokawa Plant

Motorcycles and outboard motors assembling plant

The growth in the 50cc class can be largely attributed to the sales performance of the 50cc scooter Choinori. Introduced in February 2003, the Choinori won wide acclaim for its simple, functional features, reasonable price and its styling, and a wider range of model versions was subsequently introduced. As a result, sales reached more than 52,000 units, greatly exceeding initial sales targets for this model.

One of the main factors behind the growth in larger models is increases in the 126-to-250cc class achieved following the introduction of the "type S" version for the 250cc scooter Sky Wave 250 equipped with extra stylish features, and the new ST250 model series introduced in December 2003.



Let's II G



CHOINORI



CHOINORI SS



ST 250



**SKYWAVE 250 TYPE S
(Export name: Burgman 250)**



GSX1400



GSX-R750



V-Strom 650 (DL650)



Burgman 650 Executive (AN650A)



Vinson 500 automatic 4×4 (LT-A500F)



Best/Shogun 125 (FD125X)
(Developed by Suzuki Motor R&D Asia Co.,Ltd)



RM250 (racing machine)



GSX-R1000 (racing machine)

Overseas Markets

Exports of CBU motorcycles and CKD units in fiscal year 2003 (April 2003 to March 2004) totaled 283,000 units, growing to 107% of the previous year.

As for motorcycles, the GSX-R750 and GSX-R600 underwent a full model change to strengthen sales of the GSX-R series, which is the flagship sports model series in Suzuki's motorcycle lineup. We are also continuing to enhance our product lineup by introducing new models including the "Enduro Tourer" V-Strom 650(DL650); the Burgman 650 Executive (AN650A), an additional high-grade version in our big scooter segment in response to market demands for ABS (Anti-lock Brake System) and other extra features; and the sporty styled full-fairing model GS500F targeted at young riders.

Exports of motorcycles shipped as motorcycle components for overseas production (SET) expanded to 1,589,000 units, 152% of the previous year. The Best/Shogun125(FD125X), developed after R&D in Thailand as the second common model for the ASEAN region, was first introduced in Thailand and taken into one country to the next in the region - the Philippines, Cambodia, Indonesia and Vietnam - and greatly contributed to growth in sales in the ASEAN region.

As for All Terrain Vehicle (ATV), production operation at Suzuki Manufacturing of America Corporation (SMAC) - our ATV plant in U.S.A. - which began in 2002, has moved into full swing. SMAC is well on its way to establishing itself as a new production base for the production and supply of large utility ATV models such as the Vinson 500 automatic 4×4 (LT-A500F), not only to U.S.A., the main market, but also to other markets around the world.

In Suzuki's racing programs, the GSX-R series won three out of four classes in the AMA racing series in U.S.A., the foremost racing nation; took the season title in the World Endurance Championship; won the three historical 24-hour endurance races at Le Mans, Spa-Francorchamps and Bol d'Or, was the winner at the Isle of Man, and took countless other titles in races around the world, thus fulfilling its goal to "Own the Racetrack." In the FIM Motocross World Championship, Suzuki's motocross model RM was in the hunt to secure its third consecutive championship title up until the closing stages of the season, when an unfortunate accident prevented it from competing in the last three rounds. Still, the RM achieved podium finishes in six out of the nine rounds it entered, providing full evidence of its high performance.

MARINE AND POWER PRODUCTS

Marine Products

The number of units of outboard motors exported in fiscal year 2003 (April 2003 to March 2004) - combining CBU and KD units for Thai Suzuki Motor Co., Ltd. - increased to 102% of the previous year. Strong sales of large 4-stroke outboard motors DF200/225/250 - which first came into production from October 2003 - contributed to growth across the entire outboard motor lineup, and sales reached 123% of the previous year. In our outboard motor lineup, we are shifting toward larger sizes and putting more emphasis on 4-stroke models, with the increase in shipment of large 4-stroke outboard motors, and the increase in our OEM supply of 4-stroke models to Bombardier Motor Corporation of America.

The DF250, the new flagship model in the Suzuki outboard motor lineup, won the 2004 Editors' Choice Award from Motorboating, an American boating magazine, at the Miami International Boat Show held in February 2004. Suzuki won the same award in 2001 with the outboard motor DF90/115 and in 2002 with the DF140.

Presently, Suzuki's 4-stroke outboard motor lineup includes a range of products from the DF4 (2.9 kW, 4 HP) up to the DF250 (184.0 kW, 250 HP).



DF5



DF4



DF140



DF250

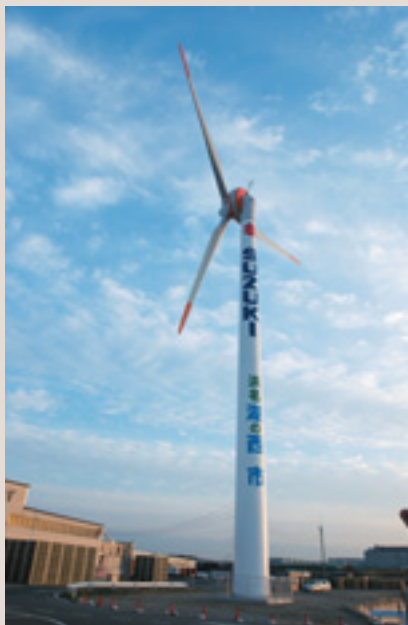


Suzuki outboard motors provide power for a wide range of boats

OTHER TOPICS

Environmental Issues

As a general manufacturer of automobiles, motorcycles, marine and power products, Suzuki is making efforts to reduce the environmental impact in each phase of the entire life cycle of our products,- from development to manufacturing, distribution and disposal.



Wind turbine generator



Direct-injection turbo engine



Flora Mover

In the area of design and development of its products, Suzuki has been developing multi-faceted and highly advanced technologies to respond to increasing demands for environmental protection in the fields such as reduction of exhaust emission gases, improvement of fuel efficiency, external noise reduction, saving the consumed resources and development of recycling-friendly designs, in addition to continued demands for improved safety, greater reliability and more comfort.

In the areas of manufacturing and purchasing, efforts are being made to achieve goals such as reducing energy consumption (reducing CO₂ emissions), reducing landfill waste (improvement of yield, recycling), managing chemical substances and promoting green procurement.

In the area of marketing and service, our efforts include the proper treatment of used products and components, as well as providing the useful information such as dismantling manuals that can be of help in dismantling operations.

In the area of distribution of our products and the area of our office, we are also focusing on reducing energy consumption, cutting down on consumed resources, recycling and green purchasing.

In the area of social contributions, Suzuki is assisting the project of Shizuoka University to purify lake and our employees voluntarily participate in community environment-cleanup activities. In addition, Suzuki also displays our low pollution vehicles at environment-related exhibitions by increasing the public awareness of the low pollution vehicles.

In this way, Suzuki is embracing a multi-faceted approach for the protection of the environment.

Other events of Environment

In September 2003, a mini vehicle equipped with 660cc direct-injection turbo engine was put on sale. This vehicle realizes a combination of high standards of improved fuel efficiency and reduced exhaust gases.

In January 2004, we installed two wind turbine generators (750 kW-class/unit) at our Kosai Plant to expand utilization of natural energy sources. These generators supply approximately two percent of the electricity consumed at Kosai Plant.

In April 2004, the Shizuoka International Garden and Horticulture Exhibition/Pacific Flora 2004 was opened. We developed the magnetic induction-type electric automobile named Flora Mover and supplied it to the Exhibition. Flora Mover is providing good service for a large number of visitors every single day.

Strategic Alliance with General Motors Corporation

Suzuki and General Motors Corporation (GM) began a business partnership in August 1981 and the partnership has yielded solid results ever since. In September 2000, we announced a further strengthening of our strategic alliance. At the end of March 2004, GM's equity participation in Suzuki amounted to 20.3% of shareholder voting rights.

Both companies are making efforts to ensure our strategic alliance will enable us to work closely together - while allowing each company to express its individual strengths - to develop products quickly and keep investment costs down while speeding up and broadening our market access.

During the previous fiscal year, we have expanded and strengthened the alliance in various markets, including:

* In April 2003, Suzuki reached a basic agreement with Fiat Auto S.p.A. for joint development of a new SUV. The new vehicle, based on Suzuki's A-Segment Platform, will be a small, 5-door, 4-wheel-drive model, and is planned to be offered in both gasoline and diesel engine versions. Production will start during the second half of 2005 at Magyar Suzuki Corporation in Hungary and the product will be sold at both Suzuki and Fiat dealers in Europe, under each company's own brand.

* In June 2003, Magyar Suzuki Corporation in Hungary started an OEM supply of the new G3X Justy to Subaru Europe N.V./S.A. The supply of the predecessor model started in 1995.

* In August 2003, Suzuki began selling passenger cars, made by GM-Daewoo Auto & Technology in Korea, at American Suzuki Motor Corporation (ASMC), followed by Suzuki Canada Inc. (SCI) in November 2003. By the end of March 2004, approximately 5,000 Verona (2.5 liter) and approx. 5,000 Forenza (2.0 liter) had been sold at ASMC, and approx. 100 Verona and approx. 1,000 Swift+ (1.6 liter) had been sold at SCI.

* In addition to the joint-developed Chevrolet Cruze manufactured at Suzuki's Kosai Plant and sold by Suzuki in Japan from November 2001, Suzuki began importing and distributing the Chevrolet Trailblazer in January 2004 and the Chevrolet Astro in March 2004.

As these examples illustrate, GM and Suzuki, through our long-term and outstanding strategic alliance, will continue to pursue realization of cost reduction and increased sales, and the creation of value for our shareholders.



Suzuki has tightened the bonds with GM and alliance partners.



GM Daewoo models, sold through Suzuki's North American sales channel. (Model shown: Verona)



Chevrolet TrailBlazer, Suzuki's Arena sales channel in Japan began offering.

MEMBERS OF THE BOARD AND AUDITORS

Chairman & CEO

Osamu Suzuki

President & COO

Hiroshi Tsuda

Senior Managing Directors

Takahira Kiriya

Takashi Nakayama

Shunichi Wakuda

Shinzo Nakanishi

Managing Directors

Sadayuki Inobe

Akihiro Sakamoto

Akio Kosugi

Takao Hirosawa

Directors

Yoshihiko Kakei

Masanori Atsumi

Hirohiko Ono

Akimitsu Suzuki

Masaru Kobayashi

Shinichi Takeuchi

Minoru Tamura

Ryosaku Suzuki

Masaru Igarashi

Naoki Aizawa

Eiji Mochizuki

Toshihiro Suzuki

Takashi Suzuyama

Kazuo Suzuki

Toyokazu Sugimoto

Takeo Shigemoto

Kazumi Matsunaga

Mitsuo Unno

Hironori Iguchi

Troy A. Clarke

Senior Corporate Auditors

Tamotsu Kamimura

Nobuyasu Horiuchi

Katsuhiko Kume

Takumi Kunikiyo

Corporate Auditor

Shin Ishizuka

As of July 1, 2004

CORPORATE DATA

SUZUKI MOTOR CORPORATION

Head Office:

300, Takatsuka, Hamamatsu

Shizuoka 432-8611, Japan

Mailing Address:

Hamamatsu-Nishi, P.O. Box 1

Hamamatsu, Shizuoka 432-8611, Japan

Established: 1920

Employees: 13,700 (As of April 1, 2004)

MAJOR OVERSEAS SUBSIDIARIES

Suzuki International Europe GmbH

Bensheim, Germany

Suzuki Motor España, S.A.

Gijón, Spain

Suzuki Motor Iberica, S.A.

Leganes, Spain

Suzuki Italia S.p.A.

Torino, Italy

Suzuki Austria Automobil Handels G.m.b.H

Salzburg, Austria

Suzuki France S.A.

Trappes, France

Magyar Suzuki Corp.

Esztergom, Hungary

Suzuki GB PLC

West Sussex, United Kingdom

Suzuki Motor Poland Ltd.

Warszawa, Poland

American Suzuki Motor Corp.

California, U.S.A.

Suzuki Manufacturing of America Corporation

Georgia, U.S.A.

Suzuki Canada Inc.

Ontario, Canada

Maruti Udyog Ltd.

New Delhi, India

Suzuki Motorcycles Pakistan Ltd.

Karachi, Pakistan

Pak Suzuki Motor Co., Ltd.

Karachi, Pakistan

P.T.Indomobil Suzuki International

Jakarta, Indonesia

Suzuki Philippines Inc.

Manila, Philippines

Thai Suzuki Motor Co., Ltd.

Thanyaburi, Thailand

Myanmar Suzuki Motor Co., Ltd.

Yangon, Myanmar

Cambodia Suzuki Motor Co., Ltd.

Phnom Penh, Cambodia

Suzuki Australia Pty. Ltd.

Melbourne, Australia

Suzuki New Zealand Ltd.

Wanganui, New Zealand

Suzuki Motor de Colombia S.A.

Pereira, Colombia

THE STATUS OF THE CORPORATE GROUP

1. The outline of the corporate group

The corporate group of the Company consists of subsidiaries of 153 companies and affiliates of 27 companies. The main businesses are the manufacturing and marketing of motorcycles, automobiles, marine & power products, motorized wheel chairs, electro senior vehicles and houses, further developing the businesses of logistics and other services related to the respective operations. The position of the group companies in relation to the business segmentation is as follows:

Furthermore, the Company, which is one of GM's affiliates, has built up a strategic alliance partnership with General Motors Corporation.

Motorcycle operation

Motorcycles are manufactured by the Company. In overseas, it is additionally manufactured by a subsidiary, Thai Suzuki Motor Co., Ltd. an affiliate, Jinan Qinqi Suzuki Motorcycle Co., Ltd. and others. Some of parts are manufactured by subsidiaries, Suzuki Toyama Auto Parts Mfg. Co., Ltd. and others, and those parts are purchased by the Company. The marketing of the motorcycles is conducted in the domestic market through a subsidiary, Suzuki Motorcycle Sales (Higashi Nihon) Inc. and other marketing companies, and in overseas markets through a subsidiary, Suzuki International Europe GmbH and other marketing companies.

Automobile operation

Automobiles are manufactured by the Company as well as in overseas markets, by a subsidiary, Magyar Suzuki Corp., an affiliate, CAMI Automotive Inc. and others. Some of parts are manufactured by Suzuki Hamamatsu Auto Parts Mfg. Co., Ltd. and others, and they are purchased by the Company. The marketing of automobiles is carried out in the domestic market by a subsidiary, Suzuki Motor Sales Kinki Inc. and other marketing companies throughout the market, and in overseas markets, by a subsidiary, American Suzuki Motor Corp. and other marketing companies. The business of logistic services is conducted by a subsidiary, Suzuki Transportation and Packing Co., Ltd.

Other operations

Outboard motors are manufactured mainly by the Company and marketed by a subsidiary, Suzuki Marine Co., Ltd. and others. In the domestic market, the marketing of motorized wheel chairs and electro senior vehicles is conducted by subsidiaries such as Suzuki Motor Sales Kinki Inc. and others, and the marketing of houses is conducted by a subsidiary, Suzuki Business Co., Ltd.

2. Operation flow chart

