A MESSAGE FROM THE MANAGEMENT

In delivering our Annual Report 2007, we wish to extend our greetings to you.

Results for the current fiscal year

Regarding the business environment surrounding the Suzuki Group during the current fiscal year, domestically there were some signs of recovery in somewhat weak personal consumption, while changes in corporate profits continued favorably. As a result, the economy has been in the process of a gradual recovery with increases in capital investment and improvement of employment and income environments. Overseas, the world economy has been growing steadily in spite of concern for the deceleration of the U.S. economy.

Under these circumstances we are pleased that strong demand for automobiles in overseas markets and good sales of large motorcycles in Europe and North America produced consolidated sales amounting to ¥3,163,669 million (115% compared to the previous fiscal year)—our first ever fiscal year with sales over ¥3 trillion. As for consolidated income, increases in depreciation, research and development costs and overhead costs, etc., were absorbed by increased sales, initial cost reduction and exchange gains, etc. resulting in operating income totaling ¥132,900 million (116.7% compared to the previous fiscal year), ordinary income totaling ¥139,183 million (116.6% compared to the previous fiscal year), and net income totaling ¥75,008 million (113.7% compared to the previous fiscal year).

On the other hand, non-consolidated net sales in the current fiscal year amounted to ¥1,939,806 million (114.8% compared to the previous fiscal year). As for non-consolidated income, increases in depreciation expenses, research and development expenses, overhead costs, etc., absorbed by increased sales, initial cost reductions, and exchange gains, etc., resulted in operating income totaling ¥55,698 million (117.3% compared to the previous fiscal year), ordinary income totaling ¥61,572 million (118% compared to the previous fiscal year), and net income totaling ¥43,054 million (115.5% compared to the previous fiscal year).

Dividends at the end of the current fiscal year were ¥8 per share (¥14/year including interim dividends).

Revising the Medium Term 5-Year Plan

The Suzuki Group is operating in a business environment that has been extremely unclear due to fluctuating exchange rates, etc., additionally competition within the industry has intensified creating increasingly unfavorable business conditions.

To cope with this severe situation, we have implemented a basic policy under the slogan “In order to survive, let us stop acting in a self-styled manner and get back to basics” and are reevaluating our practices in all areas in order to strengthen our management structure.

Furthermore, for the Suzuki Group to survive and develop in this challenging business environment, we established in May of 2005, the “Suzuki Medium Term 5-year Plan (April 2005 to March 2010)”, which sets a consolidated sales target of ¥3 trillion and consolidated ordinary income of ¥150 billion with an investment of ¥1 trillion by the corporation and its group in plant and equipment.

The Suzuki Group has focused its energies on achieving this target figure as early as possible before the end of March 2010. As a result of our group’s efforts, and thanks to strong overseas sales of automobiles, etc., we have achieved, ahead of the initial plan, the ¥3 trillion consolidated sales target in the current year. With the three years remaining we have woven in major measure review and revised the medium term plan.

Our basic policy for the next three years gives the highest priority to investing in research and development, promoting equipment outlay to further extend growth, and nurturing human resources to advance the laying of the groundwork for a revenue base. This has led to every member of the Suzuki Group continuing to working to achieve a managerial goal by March 2010, which sets a consolidated sales target of ¥3.5 trillion and a ¥175 billion target in consolidated ordinary income.

Operating results by sector

Regarding motorcycle operations, in order to develop a profitable motorcycle business, we will continue expanding sales of our scooters and large motorcycles in the domestic market, and in Europe and North America we will promote products that enhance a “Sporty, Youthful, and Unique” brand image derived from our racing activities.

In Asia, where demand for motorcycles is increasing rapidly due to economic growth in the region, we will continue our efforts to introduce products that meet the needs of those markets and also improve and expand our production systems.

In regard to our automobile operations, efforts will be made to promote market-based production and business activities in both domestic and overseas markets. To increase sales in Japan, we are transforming our Suzuki Arena dealers with additional staff and education programs aimed at strengthening the sales force. In overseas markets onsite procurement of components, cost reductions, and further heightening of quality and productivity will be pursued in order to strengthen our business base.

To deal with the active demands and chronic deficiency in overseas production capabilities, a production facility dedicated to producing mini vehicles and capable of producing 240,000 units per year was constructed on the site of the Sagara plant. Regarding overseas facilities, we have strengthened our production capabilities at Magyar Suzuki Corporation, Maruti Udyog Ltd., Pak Suzuki Motor, etc.

Efforts will be made to develop products, in an effective and efficient manner that closely suit each of the world’s four markets, and introduce them in a timely fashion. In conserving the global environment, we will promote the development of products that are designed for low environmental impact by reducing exhaust emissions, improve fuel efficiency, save on natural resources, facilitate recycling, etc., and maximize the effectiveness of our strategic alliances with Fiat in diesel engines, and with the General Motors Corporation in hybrid and fuel cell vehicles, etc.

Although the General Motors group reduced their holdings of our corporate stock to 3% in March 2006, the General Motors Corporation and Suzuki have had ties since August 1981. We will continue to promote concrete projects such as the cooperative development of advanced technologies, our joint venture in the CAMI project in Canada and mid-sized crossover SUV production, development of power train systems, complementary supply of OEM products, global joint procurement, etc.

Under the slogan “Small Cars for a Big Future” Suzuki has set out our determination to continue striving to develop small cars and environmentally friendly products, which meet our customer’s demands, while also focusing on the key words “Smaller, Fewer, Lighter, Shorter, and Neater” in all aspects of production, organization, facilities, parts, environment, etc., in order to promote a highly efficient and healthy business operation.

Also, our board members and employees will strictly adhere to all statutes, social norms, and in-house rules, etc., act fairly and with sincerity.

We look forward to the continued support and encouragement of all of our stockholders.

<table>
<thead>
<tr>
<th>Revised Mid-Term Plan (ending March 2010)</th>
<th>Initial Mid-Term Plan (ending March 2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated sales</td>
<td>More than ¥3.5 trillion</td>
</tr>
<tr>
<td>Consolidated Ordinary income (rate)</td>
<td>More than ¥175 billion (more than 5.0%)</td>
</tr>
<tr>
<td>Exchange Rate (after March 2009)</td>
<td>U.S. $ = ¥105</td>
</tr>
<tr>
<td></td>
<td>1 € = ¥130</td>
</tr>
<tr>
<td>Global Production</td>
<td>Motorcycles more than 4.4 million units</td>
</tr>
<tr>
<td></td>
<td>Automobiles more than 3 million units</td>
</tr>
<tr>
<td>Total Business Investment Over 5 Years</td>
<td>¥1 trillion</td>
</tr>
<tr>
<td>(end of March 2006 to end of March 2010)</td>
<td>¥1 trillion</td>
</tr>
</tbody>
</table>
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 192 countries and areas.

CONTENTS

A MESSAGE FROM THE MANAGEMENT ____ 1
FINANCIAL HIGHLIGHTS _______________ 3
YEAR IN REVIEW ______________________ 4
  AUTOMOBILES ______________________  5
  MOTORCYCLES ______________________  8
  MARINE AND POWER PRODUCTS ________ 11
  OTHER TOPICS ______________________ 12
CORPORATE DATA, BOARD MEMBERS, AND OVERSEAS SUBSIDIARIES ________ 14
CORPORATE DATA ____________________ 14
MEMBERS OF THE BOARD AND AUDITORS ____ 14
MAJOR OVERSEAS SUBSIDIARIES ________ 14
THE STATUS OF THE CORPORATE GROUP __ 15
FINANCIAL SECTION __________________ 18

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” mini 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.

Head Office & Takatsuka Plant
Headquarters, Engineering center and Motorcycle engines assembling plant
FINANCIAL HIGHLIGHTS

SUZUKI MOTOR CORPORATION
AND CONSOLIDATED SUBSIDIARIES

Years ended March 31, 2007 and 2006

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen (except per share amounts)</th>
<th>Thousands of U.S. dollars (except per share amounts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>¥3,163,669</td>
<td>$26,799,405</td>
</tr>
<tr>
<td>Net income</td>
<td>75,008</td>
<td>635,394</td>
</tr>
<tr>
<td>Net income per share:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary</td>
<td>169.41</td>
<td>1.435</td>
</tr>
<tr>
<td>Fully diluted</td>
<td>151.41</td>
<td>1.282</td>
</tr>
<tr>
<td>Cash dividends per share</td>
<td>14.00</td>
<td>0.118</td>
</tr>
<tr>
<td>Shareholders' equity</td>
<td>855,973</td>
<td>7,250,936</td>
</tr>
<tr>
<td>Total current assets</td>
<td>1,435,405</td>
<td>12,159,301</td>
</tr>
<tr>
<td>Total assets</td>
<td>2,321,441</td>
<td>19,664,898</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>149,910</td>
<td>1,269,889</td>
</tr>
</tbody>
</table>

Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥118.05 = US$1, the prevailing exchange rate on March 31, 2007.
AUTOMOBILES

Suzuki’s Worldwide Manufacturing and Sales

- Total overseas automobile production for fiscal 2006 increased significantly to 1,199 thousand units, 112% compared to the previous year. Worldwide production, including Japan, reached 2,411 thousand units, 110% compared to the previous year.

- Sales of automobiles in overseas markets grew to 1,531 thousand units, 113% compared to the previous year, while total global sales, including Japan, reached 2,222 thousand units for growth to 107% compared to the previous year.

The Japanese Market

1. Domestic Automobile Market Overview

- Domestic sales of all domestic brands for the period from April 2006 to March 2007 totaled 5,619 thousand units (96% compared to the previous year), falling below the previous fiscal year for the first time in two years.

- Included in this figure, mini vehicle sales increased to 2,031 thousand units (104% compared to the previous year) bolstered by a wave of new model introductions from domestic manufacturers. This is the fourth consecutive year-on-year increase, and the first time that sales have exceeded 2 million units, a record high.

- Meanwhile, total sales of registered vehicles amounted to 3,588 thousand units (92% compared to the previous year), which came in below sales for the previous fiscal year and the fourth consecutive year-on-year decline. This figure also represents a drop to the 1977 level, a 29-year low.

2. Suzuki Sales Status

- Suzuki’s total domestic sales for fiscal 2006 were 690 thousand units* (98% compared to the previous year), falling below the previous fiscal year for the first time in three years.

- In the mini vehicle category the new Cervo and a special version of the Wagon R “Stingray” were introduced to strengthen product competitiveness but due to the implementation of an output reduction, mini vehicle sales totaled 606 thousand units (97% compared to the previous year), falling below the previous fiscal year for the first time in three years.

- The introduction of the new SX4 and continued strong sales of our core model Swift resulted in sales of registered vehicles totaling 85 thousand units* (106% compared to the previous year). This is the seventh consecutive year-on-year increase, and a new record high.

- Suzuki’s domestic market share was 12.3%, and the fourth largest among the 12 domestic automotive makers.

* Includes the Chevrolet Cruze and the Chevrolet MW
3. Suzuki Automobile Topics

- The new SX4 was introduced to the domestic market in July 2006. Selling 10 thousand units in fiscal 2006, it boosted overall sales of registered vehicles in 2006.
- The stylish and sporty mini vehicle Cervo was introduced to the domestic market in November 2006. A sales target of 25 thousand vehicles in fiscal 2006 was met as planned.
- The special version of the Wagon R “Stingray” was added to the lineup in February 2007. In strengthening product competitiveness, the Wagon R placed top in mini vehicle sales for the fourth consecutive year.
- The Wagon R placed top for the third consecutive year in the domestic new car sales segment with a total of 220,679 units sold in 2006.
- The Carry achieved top place in sales in the truck segment for the 36th consecutive year.
Overseas Markets

Total overseas production saw a significant increase in fiscal 2006 rising to 1,199 thousand units, 112% compared to the previous year. Total global production, including Japan, reached 2,412 thousand units, 110% compared to the previous year. And sales of automobiles in overseas markets grew to 1,531 thousand units, 113% compared to the previous year, while total global sales, including Japan, reached 2,222 thousand units, 107% compared to the previous year.

Of this volume, retail sales in the United States reached a record 102 thousand units, 114% compared to the previous year. The increase is attributed to a rise in sales of the Grand Vitara (178% compared to the previous year) and the successful introduction of the new SX4 and XL7 models. In Europe, favorable sales of world strategic models reached 306 thousand units (106% compared to the previous year), a record high. Expanding demand for the Swift and full production startup of the SX4 lead to production volume at Magyar Suzuki in Hungary reaching 181 thousand units, 121% compared to the previous year.

In Asia, production of the Grand Vitara started at Indonesia ISI to meet a possible increase in domestic demand of the compact SUV. And in China, production of the SX4 at Chongqing Changan Suzuki and the Landy at Jiangxi Changhe Suzuki in order to address increased demand in China. Meanwhile, production at Maruti Udyog in India increased to 667 thousand units (117% compared to the previous year) with sales increasing to 636 thousand units (121% compared to the previous year). The new Manesar facility was also established in order to create a production system that can meet future increases in demand. Pak Suzuki Motor Co., Ltd. in Pakistan achieved a significant increase in production, producing 120 thousand units (130% compared to the previous year) and sales increased to 119 thousand units (129% compared to the previous year).

Following after the Swift and Grand Vitara, sales of our third world strategic model, the SX4, were launched in Europe. This vehicle received high ratings from European journalists for its new crossover concept, superior driving stability and handling performance. Global introduction of the SX4 followed after fine-tuning of specifications to fit individual market needs. Demand remains very high. A sedan version was introduced at motor shows in Beijing and Geneva. We will continue to meet an expanding range of needs.

Meanwhile, we introduced the Project Splash, a “clinic model” of our new 4th world strategic model, at the Paris Motor Show in September 2006. In addition to pursuing the sporty concepts of the Swift, Grand Vitara, and SX4, the new model places a greater emphasis on user friendliness.

Suzuki’s world strategic models are also taking an active role in motor sports. The Swift Super 1600 made it Junior (World) Rally Championship debut in August 2005 winning five races out of six in 2006 then started the 2007 season in 1st place.

It was also announced at the Geneva Motor Show in February 2006, that the SX4, with its superior chassis potential, would participate in the World Rally Cup. Since that announcement the SX4WRC has made excellent progress, undergoing testing and fine-tuning. As a test it participated in the Rally de France in October 2007 and will make its official debut will take place in January 2008.

We are currently using our “Way of Life” campaign to characterize Suzuki’s overseas corporate philosophy and promote active lifestyles. After fiscal 2007, we will continue to put our best efforts into providing the market with products that are based on our brand philosophy.
**SUZUKI MOTOR CORPORATION**

### MOTORCYCLES

**Suzuki’s Worldwide Manufacturing and Sales**

Total overseas motorcycle production (including ATVs) in fiscal 2006 was 2,577 thousand units, 102% compared to the previous year. Worldwide production, including production in Japan, increased to 3,198 thousand units, 102% compared to the previous year.

Sales of motorcycles (including ATVs) in overseas markets were 2,901 thousand units, 99.9% compared to the previous year, while total global sales, including Japan, were 3,065 thousand units, 100% compared to the previous year.

**The Japanese Market**

The number of motorcycles produced for the period from April 2006 to March 2007 for the domestic market by the four Japanese manufacturers stood at a total of 682 thousand units (96% compared to the previous year).

Breaking this figure down into displacement categories shows that volume for the 125cc and under class was 545 thousand units (97% compared to the previous year), and the 126cc and greater class was 136 thousand units (93% compared to the previous year), both declines.

Further breakdown shows sales of the 50cc and under class dropping to 458 thousand units (96% compared to the previous year) due to a drop in scooter sales, which accounts for 81% of sales in this class, to 372 thousand units (98% compared to the previous year).

Sales in the 51 to 125cc class increased to 87 thousand units (102% compared to the previous year) driven by sales of newly introduced scooter models.

Looking at the figures for larger models, both scooter and touring models in the 126 to 250cc class showed a drop in sales to 88 thousand units (88% compared to the previous year).

In the 251 to 400cc class, overall sales grew to 27 thousand units (104% compared to the previous year) driven by sales of newly introduced touring models. Sales in the 401cc and greater class grew to 21 thousand units (105% compared to the previous year) with an increase in sales of touring models while sales of scooters declined.

Total volume for Suzuki in fiscal 2006 increased to 162 thousand units (107% compared to the previous year) with increased volume in the 125cc and under class, with sales of 134 thousand units (106% compared to the previous year), and in the 125cc and over class, with sales of 28 thousand units (113% compared to the previous year).

Looking at sales in the 50cc class, shipments increased of 4-stroke scooters such as the Let’s 4, Address V50, etc., which contributed to offsetting the drop in sales in the 51 to 125cc class.

Regarding sales of large displacement motorcycles, sales in the 126 to 250cc class increased to 20 thousand units (112% compared to the previous year) driven by sales of scooter models like the Skywave250 Type S. Sales in the 251 to 400cc class increased to 6 thousand units (142% compared to the previous year) driven by sales of touring class models like the GSR400, however both sales of scooter and touring models in the 401cc and over class declined to 2 thousand units (74% compared to the previous year).
Overseas Markets
1. Overseas Market Overview

Sales in North America totaled 154 thousand units (104% compared to the previous year) and in Europe they came to 183 thousand units (112% compared to the previous year). Both markets showed increases due to strong sales of large models.

In Asia, sales in the six ASEAN nations (Indonesia, Thailand, Vietnam, Philippines, Malaysia, Cambodia) declined to 883 thousand units (69% compared to the previous year), and 64 thousand units in India, which re-entered the market in 2006 with a very severe start. Meanwhile, wholesale figures in China dramatically increased to 1 million units (117% compared to the previous year).

In the future we will gradually introduce attractive new models that meet demands for specific Asian markets in order to popularize our products in the market, and also strengthen our sales network to increase sales.
2. Expanding Products
Suzuki’s high-end GSX-R1000, from the super sport GSX-R series, underwent a full model change to revitalize performance and styling. Receiving high acclaim from critics both in Japan and abroad it has contributed to enhancing our brand image. In our standard model category the popular Bandit series also underwent a complete model change that incorporates a newly designed water-cooled engine. It has received high acclaim in Europe and is leading worldwide in the large displacement class.

With the 125cc class market expanding in Europe, we have introduced premium scooter models like our Burgman 125 and will continue introducing new models that meet the demands of this growing market and expand the lineup.

In our ATV (All Terrain Vehicle) production, we started manufacturing the LT-A450X, a new sport utility ATV. Highly rated for its power and performance its sales are on the rise.

3. Racing Activities
In our racing activities, which play in important role in brand positioning, we have done well in demonstrating the superiority of the Suzuki brand and its products. Under the slogan “Own the Racetrack” we had a spectacular season placing extremely well at the pinnacle of motorcycle racing, the MOTO GP, and world title events driving road-going GSX-R and RM/RM-Z series motorcycles that are available for general purchase. While our blue GSV-R bikes in MOTO GP and GSX-R1000 bikes at the Superbike World Championships are always competing for first place, team Suzuki Endurance drove a GSX-R1000 to a title finish in World Endurance Championship racing. In the United States, which has the biggest of the large displacement motorcycle markets in the world, Ben Spies won a series championship at the AMA Superbike Championships on a GSX-R1000. We also did very well in off-road racing with Strijbos winning 2nd place in the MX1 class on an RM-Z450, and Ricky Carmichael, who also rides an RM-Z450 in the US, winning the AMA Supercross Championships and AMA National Motorcross two years in a row. The GSX-R series and RM-Z series bikes are also making spectacular showings at club and nation level races in Japan and abroad.
MARINE PRODUCTS

The Japanese Market

Domestic sales figures for outboard motors in fiscal 2006 (between April 2006 and March 2007) rose dramatically, standing at 118% compared to the previous year and net sales standing at 112% compared to the previous year.

The increases in the number of units and sales were mainly due to an increase in 4-stroke models.

Subsequently, emphasis will be placed on expanding the lineup, developing 4-stroke outboards with concern for conservation of the natural environment.

Overseas Markets

In terms of outboard motor exports in fiscal 2006, combining CBU and KD for Thai Suzuki, production was 116% compared to the previous year while net sales stood at 123%. The increase in the number of units and sales amount was mainly due to an increase in shipments of outboard motors, primarily to North America and Europe.

The current Suzuki 4-stroke outboard motor lineup ranges from the lowest horsepower model DF2.5 (1.8kw/2.5 horsepower), to the highest horsepower model, the DF300 (220.7kW/300 horsepower).

The DF300 was awarded the Innovation Award at the 16th International Boat Builders Exhibition & Conference (IBEX) held at the Miami International Boat Show in November 2006.
OTHER TOPICS

Environment

As a general manufacturer of automobiles, motorcycles, outboard motors, etc., Suzuki addresses environmental conservation at all stages—from development to disposal.

In environmentally-friendly products development, we make every effort to research and develop new products that satisfy customer demands by dealing with issues such as improving fuel economy, reducing exhaust emissions, promoting the three Rs, reducing noise, managing and reducing materials with environmental impact, recycling, etc.

In environmentally-friendly manufacturing, we also address issues such as considering the environment at all corporate sites, preventing pollution, promoting energy reduction and the use of alternative energy, managing and reducing materials with environmental impact, promoting the three Rs, etc.

In environmentally-friendly distribution and offices, we are focusing on using efficient transportation efficiency and reducing energy consumption, promoting the three Rs, promoting the use of low emission transport and promoting green purchasing, etc.

In environmentally-friendly marketing, in addition to promoting environment management at our distributors, proper disposal of end of-life products, we are advancing the environmentally proper treatment of our products after being used by the customer.

Also, in environmentally-friendly education and information disclosure, we are promoting environmental conservation through a variety of projects such as environmental education and providing environmental information, promotion social action program etc.

* 2006 Topics

We published the Suzuki 2006 Environmental and Social Report. Suzuki has published an environmental report annually since fiscal 1999 to provide information on all activities related to the environment.

In our environmental cleanup activities, we are conducting forest conservation activities at Shimokawa Test Course in Hokkaido.

Shimokawa town in Hokkaido, where our proving ground is located, is surrounded by forest, which accounts for about 90% of the total land in that region. In order to conserve this valuable forest resource and pass it to the next generation, the Shimokawa town forest owners’ cooperative made arrangements for the forest conservation system and acquired the FSC Forest Group Certificate* in 2003, which was the nation’s 11th and Hokkaido’s first acquisition.

The 287-ha forest in the Suzuki Shimokawa Test Course also proved to conform to the strict standard of the FSC certification program, so it was included in the FSC Forest Group Certificate for Shimokawa Town in April 2006. Thus, Suzuki always considers the coexistence with nature, while conducting industrial activities.

* FSC is an internationally recognized certification on the “forest management with due considerations to the balance among environment, society and economics.”

FSC (Forest Stewardship Council) is a Germany-based organization established in 1993 in line with the international forest certification program to certify, from authorized third-party’s standpoint, that forests are properly managed according to the basic rules and regulations.
Strategic Alliance with General Motors Corporation

Suzuki has yielded solid results since its start of a strategic business partnership with General Motors Corporation (GM) in 1981.

Expressing its individual strengths, both companies will continue to create synergies by utilizing and complementing the resources in the areas of advanced technology, CAMI project, powertrains and global joint purchasing etc. especially, and will proceed business collaborations in order to develop better products more quickly with lower investment and to introduce appropriate products into the global market at an appropriate time.

Besides the partnership with GM, Suzuki has respective partnerships with other car manufacturers. For example, Suzuki supplies Mazda’s all mini-cars in OEM, Suzuki also supplies multi-purpose-vehicle to Mitsubishi Motors in Indonesia, and Suzuki has cross-OEM relationship with Nissan. Suzuki purchases diesel engine-units from Peugeot/Citroen and Renault, and moreover Suzuki supplies compact cars to Fiat and Fiat provides Suzuki with technical/engineering support for its diesel engines. Suzuki is flexibly implementing various strategic collaborations with partners that complement each other and creates synergies.
CORPORATE DATA

SUZUKI MOTOR CORPORATION

Head Office:
300 Takatsuka-Cho, Minami-ku, Hamamatsu,
Shizuoka 432-8611, Japan

Mailing Address:
Hamamatsu-Nishi, P.O.Box 1
Naka-ku, Hamamatsu, Shizuoka 432-8611, Japan

MEMBERS OF THE BOARD AND AUDITORS

Chairman & CEO
Osamu Suzuki

President & COO
Hiroshi Tsuda

Senior Managing Executive Officer
Takashi Nakayama
Shinzo Nakanishi
Akihiro Sakamoto
Takao Hirosawa
Kazuo Suzuki
Takeo Shigemoto
Hirotaka Ono
Minoru Tamura
Eiji Mochizuki
Toshihiro Suzuki
Takumi Kunikiyo
Toyokazu Sugimoto

Corporate Auditors
Tamotsu Kamimura
Nobuyasu Horiuchi
Katsuhiko Kume

Corporate Auditors
(non full-time)
Shin Ishizuka
Kazuhiro Kosugi

As of May 10, 2007

MAJOR OVERSEAS SUBSIDIARIES

Suzuki International Europe GmbH
Bensheim, Germany

Suzuki Motor Espana, S.A.
Gijon, Spain

Suzuki Motor Iberica, S.A.
Leganes, Spain

Suzuki Italia S.p.A.
Torino, Italy

Suzuki Austria Automobil Handeles G.m.b.H
Salzburg, Austria

Suzuki France S.A.
Trappes, France

Magyar Suzuki Corporation
Esztergom, Hungary

Suzuki GB PLC
West Sussex, United Kingdom

Suzuki Motor Poland SP.Z.O.O.
Warszawa, Poland

American Suzuki Motor Corporation
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 Motorcycle India Private Limited
Gurgaon Haryana

Pak Suzuki Motor Co., Ltd.
Karachi, Pakistan

Suzuki Motorcycles Pakistan Ltd.
Karachi, Pakistan

P.T. Indomobil Suzuki International
Jakarta, Indonesia

Thai Suzuki Motor Co., Ltd.
Thanyaburi, Thailand

Suzuki Motorcycle Malaysia SDN.BHD.
Prai Penang Malaysia

Suzuki Philippines Inc.
Manila, Philippines

Myanmar Suzuki Motor Co., Ltd.
Yangon, Myanmar

Cambodia Suzuki Motor Co., Ltd.
Kandal Province, 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 139 companies and affiliates of 31. The main businesses are manufacturing and marketing of motorcycles, automobiles, marine & power products, motorized wheelchairs, 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.

(Motorcycle operation)

Motorcycles are manufactured by the Company. In overseas, they are additionally manufactured by a subsidiary, Thai Suzuki Motor Co., Ltd. and an affiliate, Jinan Qingqi Suzuki Motorcycle Co., Ltd. and others. Some of parts are manufactured by a subsidiary, 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 subsidiaries, Suzuki International Europe GmbH and other marketing companies.

(Automobile operation)

Automobiles are manufactured by the Company as well as in overseas, by a subsidiary, Magyar Suzuki Ltd. and by 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 logistics services is conducted by a subsidiary, Suzuki Transportation & 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 wheelchairs 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

As of March 31, 2007

Manufacturing companies:

(Consolidated subsidiaries)
Suzuki Seimitu Industries Co., Ltd.
Suzuki Hamamatsu Auto Parts Mfg. Co., Ltd.
Snic Co., Ltd.
Suzuki Toyama Auto Parts Mfg. Co., Ltd. and other 5 companies
(Companies in the application of the equity method)
Hamana Auto Parts Mfg. Co., Ltd. and other 1 company

Others:

(Consolidated subsidiaries)
Suzuki Business Co., Ltd. and other 6 companies
(Companies in the application of the equity method)
Suzuki Sport Co., Ltd.
(Unconsolidated subsidiary)
Suzuki Motor Co., Ltd.

Logistics services:

(Consolidated subsidiary)
Suzuki Transportation & Packing Co., Ltd.

The Company

Motorcycle operations

Manufacturing companies:

(Consolidated subsidiaries)
Thai Suzuki Motor Co., Ltd.
Suzuki Motor Expanza S.A.
Suzuki Manufacturing of America Corp.
and other 8 companies
(Companies in the application of the equity method)
Jinan Qingqi Suzuki Motorcycle Co., Ltd.
and other 1 company

Marketing companies:

(Consolidated subsidiaries)
Suzuki Motorcycle Sales (Higashi Nihon) Inc. and other 11 companies
(Companies in the application of the equity method)
OMC Suzuki Sales Co., Ltd. and other 1 company

Manufacturing & marketing companies:

(Consolidated subsidiaries)
Suzuki Motorcycle Sales
(Higashi Nihon) Inc. and other 11 companies
(Companies in the application of the equity method)
OMC Suzuki Sales Co., Ltd. and other 1 company

Marketing companies:

(Consolidated subsidiaries)
Magyar Suzuki Ltd.
Maruti Udyog Ltd.
P.T. Indomobil Suzuki International
and other 4 companies
(Companies in the application of the equity method)
CAMI Automotive Inc. and other 13 companies

Marketing companies:

(Consolidated subsidiaries)
Suzuki Motor Sales Kinki Inc.
Suzuki Motor Sales Tokyo Inc.
American Suzuki Motor Corp.
and other 87 companies
(Companies in the application of the equity method)
Suzuki Motor Czech s.r.o. and other 8 companies

Marketing company:

(Consolidated subsidiary)
Suzuki Marine Co., Ltd.

Manufacturing & marketing company:

(Company in the application of equity method)
Arctic Cat Inc.

As of March 31, 2007

Manufacturing companies:

(Consolidated subsidiaries)
Thai Suzuki Motor Co., Ltd.
Suzuki Motor Expanza S.A.
Suzuki Manufacturing of America Corp.
and other 8 companies
(Companies in the application of the equity method)
Jinan Qingqi Suzuki Motorcycle Co., Ltd.
and other 1 company

Marketing companies:

(Consolidated subsidiaries)
Suzuki Motorcycle Sales (Higashi Nihon) Inc. and other 11 companies
(Companies in the application of the equity method)
OMC Suzuki Sales Co., Ltd. and other 1 company

Manufacturing & marketing companies:

(Consolidated subsidiaries)
Suzuki Motorcycle Sales
(Higashi Nihon) Inc. and other 11 companies
(Companies in the application of the equity method)
OMC Suzuki Sales Co., Ltd. and other 1 company

Marketing companies:

(Consolidated subsidiaries)
Magyar Suzuki Ltd.
Maruti Udyog Ltd.
P.T. Indomobil Suzuki International
and other 4 companies
(Companies in the application of the equity method)
CAMI Automotive Inc. and other 13 companies

Marketing companies:

(Consolidated subsidiaries)
Suzuki Motor Sales Kinki Inc.
Suzuki Motor Sales Tokyo Inc.
American Suzuki Motor Corp.
and other 87 companies
(Companies in the application of the equity method)
Suzuki Motor Czech s.r.o. and other 8 companies

Marketing company:

(Consolidated subsidiary)
Suzuki Marine Co., Ltd.

Manufacturing & marketing company:

(Company in the application of equity method)
Arctic Cat Inc.