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 193 countries and areas. 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.

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A Message From the Management

In delivering our 2008 Annual Report, 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, we experienced a mild recovery in our domestic operations through increases in capital investments, etc., backed by improvements in corporate profits. However, corporate profit has weakened recently, and business recovery is at a standstill due to the sub prime loan problem in the U.S., rapid changes in currency exchange rates, price increases for raw materials, etc. Overseas, expansion of Asian markets has resulted in recovery in the global economy however, a economic slowdown is spreading in the U.S. and Europe.

Under such circumstances, we are pleased that good sales of automobiles in overseas markets has produced consolidated net sales amounting to 3,502,419 million yen (110.7% compared to the previous fiscal year). As for consolidated income, an increase in research and development costs, depreciation and overhead costs, etc., were absorbed by increased sales, initial cost reduction and exchange gains, etc., resulting in operating income totaling 149,405 million yen (112.4% compared to the previous fiscal year), ordinary income totaling 156,904 million yen (112.7% compared to the previous fiscal year), and current net income totaling 80,254 million yen (107.0% compared to the previous fiscal year).

On the other hand, non-consolidated net sales in the current fiscal year amounted to 2,031,639 million yen (104.7% compared to the previous fiscal year), exceeding 2 trillion yen for the first time. As for non-consolidated income, increases in research and development costs, depreciation and overhead costs, etc., absorbed by increased sales, initial cost reductions, and exchange gains, etc., resulted in operating income totaling 67,416 million yen (121.0% compared to the previous fiscal year), ordinary income totaling 62,119 million yen (100.9% compared to the previous fiscal year), and current net income totaling 40,864 million yen (94.9% compared to the previous fiscal year).

Dividends at the end of the current fiscal year were 8 yen per share (16 yen/year including interim dividends).

• Issues to deal with

The Suzuki Group is operating in a business environment that has been extremely unclear due to fluctuating exchange rates, increasing material costs, etc., additionally competition within the industry has intensified creating increasingly severe 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 re-evaluating our practices in all areas in order to strengthen our management structure. Also, to improve communication and cooperation within the company, we are promoting cooperation between sections, strengthening communications, ensuring compliance, etc., under the slogan, “Let’s talk about any issues together.”

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.

Overseas, regarding poor sales of compact motorcycles in Asia, we are promoting the introduction of products that meet the needs of those markets, strengthening the sales force, improving quality and productivity, etc. Regarding the poor performance of our motorcycle and ATV business in North America due to the aftermath of skyrocketing gasoline prices, the sub prime loan problem, etc., we will focus on the marketing of distinctive and unique large motorcycles to turn around the situation.

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 will increase the number of sales staff and educate them to strengthen the sales force, and promote the expansion of Suzuki Arena dealerships. In overseas markets, we will enhance the brand using the slogan “Way of Life!” and strengthen the sales force. We will also pursue the onsite procurement of components, cost reductions, and further heighten quality and productivity 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 260,000 units per year is being constructed at the site of our Sagara plant with a planned launch of production from this autumn. Regarding overseas facilities, we are strengthening our production capabilities at Maruti Suzuki India Ltd. etc.

We are also developing and introducing products that meet the world’s four markets in an effective, speedy, and timely manner. In conserving the global environment, we will promote the development of products that are designed for low environmental impact through reduced exhaust emissions, improved fuel efficiency, conserve natural resources, 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.

The General Motors Corporation and Suzuki have had a constructive partnership since August 1981, and 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 development of power train systems, complementary supply of OEM products, global joint procurement, etc.
Regarding the progress of our Medium Term Plan, the target of 3,500,000 million yen in consolidated net sales in the “Suzuki Medium Term 5-Year Plan (April 2005-March 2010)”, which was revised on April 27th 2007, was achieved ahead of schedule due to active demand for automobiles in Europe and Asia.

At three years into and two years remaining in our current medium term 5-year plan, a drastically changing business environment and expected investments for new projects has led us to establish a new “Suzuki Medium Term 3-Year Plan (April 2008-March 2011)” that aims to achieve 4,000 billion yen in consolidated net sales.

The basic policy of this medium term 3-year plan is the same as the existing plan, and specific details are provided at right. Every member of Suzuki is striving to achieve this managerial goal.

Under the slogan “Small Cars for a Big Future”, we are committed to promoting the “production of small vehicles” and the “development of environmentally friendly products” needed by our customers, and to be “Smaller, Fewer, Lighter, Shorter, and Neater” in all aspects of production, organization, facilities, parts, environment, etc. in order to promote a highly efficient, well-knit, and healthy business operation.

Also, our executive officers 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 our stockholders.

[Basic policy]
Carrying out investments in R & D and facilities, the Suzuki Group will establish the revenue base and develop human resources for further growth.

[Medium term business plan target]

<table>
<thead>
<tr>
<th>FY 2010 plan</th>
<th>FY 2007 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated sales amount</strong></td>
<td>4,000 billion yen</td>
</tr>
<tr>
<td>Motorcycles</td>
<td>620 billion yen</td>
</tr>
<tr>
<td>Automobiles</td>
<td>3,300 billion yen</td>
</tr>
<tr>
<td>Others</td>
<td>80 billion yen</td>
</tr>
<tr>
<td><strong>Consolidated ordinary income</strong></td>
<td>170 billion yen</td>
</tr>
<tr>
<td>Exchange rate</td>
<td>US$ 100 yen</td>
</tr>
<tr>
<td></td>
<td>EURO 145 yen</td>
</tr>
<tr>
<td><strong>World production units</strong></td>
<td></td>
</tr>
<tr>
<td>Motorcycles</td>
<td>4.40 million units</td>
</tr>
<tr>
<td>Automobiles</td>
<td>3.20 million units</td>
</tr>
<tr>
<td><strong>World sales units</strong></td>
<td></td>
</tr>
<tr>
<td>Motorcycles</td>
<td>4.40 million units</td>
</tr>
<tr>
<td>Automobiles</td>
<td>2.95 million units</td>
</tr>
<tr>
<td><strong>3-year total investment on equipment</strong></td>
<td>750 billion yen (including main affiliates)</td>
</tr>
</tbody>
</table>
Financial Highlights

SUZUKI MOTOR CORPORATION
AND CONSOLIDATED SUBSIDIARIES

<table>
<thead>
<tr>
<th>Years ended March 31, 2008 and 2007</th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars (except per share amounts)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>¥3,502,419</td>
<td>$34,957,779</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>80,254</td>
<td>801,027</td>
</tr>
<tr>
<td><strong>Net income per share:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary</td>
<td>177.96</td>
<td>1.776</td>
</tr>
<tr>
<td>Fully diluted</td>
<td>155.89</td>
<td>1.556</td>
</tr>
<tr>
<td>Cash dividends per share</td>
<td>16.00</td>
<td>0.160</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>902,894</td>
<td>9,011,824</td>
</tr>
<tr>
<td>Total current assets</td>
<td>1,483,038</td>
<td>14,802,264</td>
</tr>
<tr>
<td>Total assets</td>
<td>2,409,165</td>
<td>24,045,963</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>161,600</td>
<td>1,612,945</td>
</tr>
</tbody>
</table>

Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥100.19 = US$1, the prevailing exchange rate on March 31, 2008.
Year in Review

**Automobile Production**

Years ended March 31 (Thousand units)

<table>
<thead>
<tr>
<th>Year</th>
<th>Japan</th>
<th>Overseas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>863</td>
<td>967</td>
<td>1,830</td>
</tr>
<tr>
<td>2005</td>
<td>952</td>
<td>1,058</td>
<td>2,010</td>
</tr>
<tr>
<td>2006</td>
<td>1,067</td>
<td>1,133</td>
<td>2,200</td>
</tr>
<tr>
<td>2007</td>
<td>1,199</td>
<td>1,212</td>
<td>2,412</td>
</tr>
<tr>
<td>2008</td>
<td>1,418</td>
<td>1,219</td>
<td>2,637</td>
</tr>
</tbody>
</table>

**Motorcycle Production**

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Japan</th>
<th>Overseas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>1,775</td>
<td>493</td>
<td>2,268</td>
</tr>
<tr>
<td>2005</td>
<td>2,473</td>
<td>497</td>
<td>2,970</td>
</tr>
<tr>
<td>2006</td>
<td>2,533</td>
<td>605</td>
<td>3,138</td>
</tr>
<tr>
<td>2007</td>
<td>2,562</td>
<td>621</td>
<td>3,183</td>
</tr>
<tr>
<td>2008</td>
<td>2,843</td>
<td>549</td>
<td>3,393</td>
</tr>
</tbody>
</table>

**2008 Net Sales By Business**

<table>
<thead>
<tr>
<th>Business</th>
<th>Sales (Millions of yen)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorcycle</td>
<td>591,967</td>
<td>16.9%</td>
</tr>
<tr>
<td>Automobile</td>
<td>2,833,892</td>
<td>80.9%</td>
</tr>
<tr>
<td>Other</td>
<td>76,559</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

**2008 Net Sales By Market**

<table>
<thead>
<tr>
<th>Market</th>
<th>Sales (Millions of yen)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>887,904</td>
<td>25.3%</td>
</tr>
<tr>
<td>Europe</td>
<td>920,459</td>
<td>26.3%</td>
</tr>
<tr>
<td>Japan</td>
<td>981,383</td>
<td>28.0%</td>
</tr>
<tr>
<td>North America</td>
<td>415,713</td>
<td>11.9%</td>
</tr>
<tr>
<td>Other</td>
<td>296,958</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

(Year ended March 31, 2008, Millions of yen)
Suzuki’s Worldwide Manufacturing and Sales

Total overseas automobile production for fiscal 2007 increased significantly to 1,418 thousand units, 118% compared to the previous year. Worldwide production, including Japan, reached 2,637 thousand units, 109% compared to the previous year. Sales of automobiles in overseas markets grew to 1,732 thousand units, 113% compared to the previous year, while total global sales, including Japan, reached 2,405 thousand units for growth to 108% compared to the previous year.

The Japanese Market

1. Domestic Automobile Market Overview

Domestic sales of all domestic brands for fiscal 2007 totaled 5,320 thousand units (95% compared to the previous year) falling below the previous fiscal year. This figure represents a drop to the 1981 level, a 26-year low. Mini vehicle sales decreased to 1,893 thousand units (93% compared to the previous year), reversing last years record high (2,030 thousand units) with less than 1,900 thousand units. Meanwhile, total sales of registered vehicles amounted to 3,427 thousand units (96% compared to the previous year) falling below sales for the previous fiscal year and the fifth consecutive year-on-year decline. Each of the manufacturers introduced new models in succession but it was not enough to halt this downward trend.

2. Suzuki Sales Status

Suzuki’s total domestic sales for fiscal 2007 were 673 thousand units (98% compared to the previous year). Domestic market share was 12.7%, which for the first time places Suzuki at third among the 12 domestic automobile manufacturers. In the mini vehicle category, sales of our nucleus model Wagon R increased and the new Palette was introduced to strengthen product competitiveness, but total sales remained at 587 thousand units (97% compared to the previous year). This figure however, represents 31.0% share of the domestic market and an increase of 1.2 points compared to the previous year. Meanwhile, strong sales of the Swift and the Chevrolet MW resulted in total sales of registered vehicles amounting to 86 thousand units (101% compared to the previous year), which is an increase compared to the previous year and a new record high.

3. Suzuki Automobile Topics

- A new compact Swift configured with a newly developed 1.2L engine and CVT to deliver both high power and excellent fuel economy was introduced in May 2007. This improvement contributed to sales that surpassed those from the previous year and continue to grow at a steady pace.

- The new Palette mini wagon, which offers greater space, capacity, and convenient entry/exit, was introduced in January 2008 to strengthen the mini vehicle lineup. Since its introduction, sales have exceeded our sales plan.

- 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 five consecutive years in the mini vehicle segment with a total of 224 thousand units, surpassing sales from the previous year.

- The Carry saw sales amounting to 64,667 units, placing it top in sales in the truck segment for the 37th consecutive year.
Overseas Markets

Global sales outside Japan grew to a record-high 1,732 thousand units (113% compared with the previous year). Production outside Japan also reached a record high, totalling 1,418 thousand units (118% compared with the previous year).

Sales in the Americas totalled 180 thousand units (111% compared with the previous year). Sales in Europe reached a record-high 344 thousand units (112% compared with the previous year), prompting Magyar Suzuki in Hungary to increase production to 247 thousand units (136% compared with the previous year) and establish production capacity of 300 thousand units per year.

Maruti Suzuki India increased production to 777 thousand units (117% compared with the previous year) and saw its annual sales increase to 712 thousand units, outselling Suzuki in Japan. With cumulative exports exceeding 500 thousand units, Maruti Suzuki India has an increasingly important position in Suzuki’s world strategy. Meanwhile, Suzuki expanded its vehicle lineup in China by establishing a new company (Suzuki China), which imports and sells Japan-made vehicles to augment the models made in China by joint-venture companies. Also, Suzuki decided to build factories in Russia and Thailand.

Amid high international acclaim for the Swift and other world strategic models that reflect a focus on sportiness, Suzuki began the second phase of its world strategy—a phase focused on family comfort and user-friendliness. The initial second-phase model, the Splash, which offers a kind of comfort that reflects Suzuki’s role as the originator of the mini-MPV category, went on sale in Europe. Suzuki showed its design ideas for its next world strategic model in the form of a concept car called the Concept A-Star, which reflects a focus on environmental compatibility and user-friendliness, at the Delhi Auto Expo in January 2008.

Suzuki’s world strategic models are also playing an active role in motorsport. Taking advantage of our experience in the Junior (World) Rally Championship, we announced in 2006 that the SX4 (a car with outstanding chassis potential) would participate in the WRC. After test-running the SX4 WRC car in 2007, we made our full-season WRC debut in 2008. We finished in the points in the first and second races and continue to gain experience and refine the SX4 WRC car in pursuit of even better results.

In line with the Suzuki goal of offering products that promote active lifestyles, we are using our “Way of Life!” slogan to communicate our overseas corporate philosophy. After fiscal 2008, we will continue to put our best efforts into providing the markets with products that are based on our brand philosophy.
Year in Review

GRAND VITARA

SPLASH
(manufactured at Magyar Suzuki Corporation in Hungary)

SWIFT

SX4

JIMNY

APV
(manufactured at P.T. Indomobil Suzuki International in Indonesia)
Suzuki’s Worldwide Manufacturing and Sales

Total overseas motorcycle production (including ATVs) in fiscal 2007 was 2,843 thousand units, 111% compared to the previous year. Worldwide production, including production in Japan, increased to 3,393 thousand units, 107% compared to the previous year. Sales of motorcycles (including ATVs) in overseas markets were 3,178 thousand units, 110% compared to the previous year, while total global sales, including Japan, were 3,344 thousand units, 109% compared to the previous year.

The Japanese Market

1. Domestic Motorcycle Market Overview

The number of motorcycles sold for the domestic market by the four Japanese manufacturers in fiscal 2007 stood at a total of 655 thousand units (96% compared to the previous year). Breaking this figure down into displacement categories shows volume for the 125cm³ and under class at 534 thousand units (98% compared to the previous year), and the 126cm³ and greater class at 122 thousand units (89% compared to the previous year), a decline in both categories.

While overall sales experienced a downward trend, sales in the 51cm³ to 125cm³ range increased to 109 thousand units (125% compared to the previous year) due to the introduction of new products.

2. Suzuki Sales Status

Total volume for Suzuki in fiscal 2007 was 164 thousand units (101% compared to the previous year). Further breakdown shows sales of the 50cm³ and under class declined to 100 thousand units (99% compared to the previous year), however sales in the 51cm³ to 125cm³ class increased to 37 thousand units (113% compared to the previous year) offsetting the decline in the 50cm³ and under class, so total sales increased to 137 thousand units (102% compared to the previous year).

Looking at figures for larger models, sales in the 126cm³ to 250cm³ class decreased due to exhaust emissions regulations, while the introduction of models like the Skywave SS, etc., led to an increase in sales. Sales also increased in the 401cm³ and greater touring class due to the introduction of the Bandit 1250 series (114% compared to the previous year).

3. Suzuki Motorcycle Topics

The sales of the Let’s 5 and Let’s 4 series in the 50cm³ and under class contributed to offsetting the drop in this class, while the introduction of the Address V125 led to increased sales in 51cm³ to 125 cm³ class (Address V125 sales at 114% compared to the previous year).

Regarding larger models, the number of models in the 126cm³ to 250cm³ class decreased due to exhaust emissions regulations, while the introduction of models like the Skywave SS, etc., led to an increase in sales. Sales also increased in the 401cm³ and greater touring class due to the introduction of the Bandit 1250 series (114% compared to the previous year).
Overseas Markets

1. Overseas Motorcycle Market Overview
Due to a stagnating economy triggered by the subprime loan problem, sales in North America declined to 123 thousand units (86% compared to the previous year) and 173 thousand units (98% compared to the previous year) in Europe. Wholesale figures for the overall motorcycle market in the six ASEAN nations (Indonesia, Thailand, Vietnam, Philippines, Malaysia, Cambodia) increased from 883 thousand units last year to 956 thousand units (108% compared to the previous year). Regarding sales in other major Asian countries, wholesale figures in India were 84 thousand units (132% compared to the previous year) and in China 1,166 thousand units (117% compared to the previous year), both showing expanding market shares.
In the future, we will continue to introduce advanced models that meet the demands of individual markets and strengthen our sales network in order to increase sales.

2. Expanding Products
In the large displacement category, our flagship sport model Hayabusa 1300 (GSX-1300R) received its first full model change in nine years. In the highly competitive mid-range class, the GSX-R600/750 underwent full model changes, the B-King concept model (GSX-1300BK) was finally made available, and Suzuki’s high-end classic cruiser, the Boulevard C109R (VLR1800) was introduced to the market strengthening the Suzuki brand.
In the scooter, off road, motocross, and ATV categories we will continue to introduce new models and undergo model changes to expand the lineup. In the ASEAN market, introduction of the UW125 high-grade scooter was met with high acclaim for both its styling and performance. Also, the upper-class FD125 underbone model received a full model change and was introduced as the FL125. Changes include new styling and engine balancers, etc., to improve competitiveness.

In the India market, we introduced the UZ125, the first Suzuki scooter in the country, to expand our lineup there.

In the China market, Jinan Qingqi Suzuki introduced the new compact RENCY (UZ100XQ) and the large luxury FLAGSTAR 125/150 (AN125XQ/AN150XQ) scooter models and will continue to deliver products that meet the demands of users.

Regarding road racing, Chris Vermeulen, driving a GSV-R, won the France GP, the round 5 in the pinnacle of motorcycle racing, MotoGP. This was our 90th consecutive win since Suzuki started racing in world GP class racing. Also, our GSX-R1000 is constantly competing for first place in the World Superbike Championships, and SERT (Suzuki Endurance Racing Team) drove a GSX-R1000 to the series championship 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 for the second consecutive year at the AMA Superbike Championships on a GSX-R1000. In Motocross racing, Steve Ramon won the series championship in the world class MX1 World Championship driving a RM-Z450. The GSX-R series and RM-Z series bikes are also making spectacular showings at club and national level races in Japan and abroad.

3. Racing Activities

In our racing activities 2007, which play an important role in brand positioning, we have done well in demonstrating the superiority of the Suzuki brand and its products. Competing under the slogan “Own the Racetrack” we performed outstandingly in MotoGP and world title events driving road-going motorcycles such as the GSX-R series, RM-Z series, etc.
The Japanese Market
The volume of all domestic outboard shipments in fiscal 2007 (April 2007 to March 2008) declined to 95% compared to the previous year. Regarding our company, the volume of domestic outboard shipments declined slightly to 96% compared to the previous year. We assume that this market trend will continue this fiscal year but we will introduce new 4-stroke outboards that focus on environmental conservation to improve market share.

Oversea Markets
In terms of outboard motor exports in fiscal 2007 (April 2007 to March 2008), combining CBU and KD for Thai Suzuki, shipment was 110% compared to the previous year, mainly due to an increase in shipments to 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). Suzuki introduced new models for the 2009 season, the DF70/80/90, at the Miami International Boat Show in February, 2008.

Suzuki outboard motors provide power for a wide range of boats
Environment

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

In product development, we make every effort to research and develop new products that satisfy customer demand 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 manufacturing, we address issues such as environmental considerations at all corporate sites, promoting energy reduction and the use of alternative energy, managing and reducing materials with environmental impact, promoting the three Rs, etc. In distribution and our offices, we are focusing on improving transportation efficiency and energy reduction, promoting the three Rs, promoting the use of low emission transport, promoting energy reduction, and promoting green purchasing, etc. In marketing, in addition to promoting environmental 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 environmental education and disclosure information, we are promoting environmental conservation through a variety of approaches such as promoting and enlightening environmental education to employees, providing environmental information, promoting social action programs, etc.

2007 Topics

- We published the Suzuki 2007 Environmental and Social Report. Suzuki has published an environmental report annually since fiscal 1999 to provide information on all activities related to the environment.
- As one environmental activity related to products, we produced approximately 110,000 diesel engines, which are in high demand particularly in Europe, at Suzuki Power Train India (SPIL) in fiscal 2007. Diesel engines manufactured at SPIL are utilized not only Swift in India, but also in our Swift Diesel automobiles manufactured in Hungary.
- We exhibited our fuel cell powered “Crosscage” concept motorcycle at the Tokyo Motor Show in October 2007 to introduce our future vision of the motorcycle.
Strategic Alliance with Other Car Manufacturers

Suzuki has yielded solid results since its start of a strategic business partnership with General Motors Corporation (GM) in 1981. Leveraging individual strengths, Suzuki will continue to work together with GM to generate synergies by utilizing and complementing resources in various areas, including advanced technologies, CAMI project, powertrains, and global joint purchasing, mutual supply of vehicles, etc., in order to deliver the best products into the global market at the best timing.

Besides the partnership with GM, Suzuki also has business collaborations with other car manufacturers. For example, Suzuki supplies Mazda with mini-cars in Japan. Suzuki also supplies a multi-purpose-vehicle to Mitsubishi in Indonesia, and Suzuki has cross-OEM relationship with Nissan. Suzuki purchases diesel engines from Peugeot/Citroen and Renault. Moreover, Suzuki supplies compact cars to Fiat, while Fiat provides Suzuki with technical/engineering support regarding diesel engines. Suzuki is flexibly implementing various synergistic collaborations with partners that complement each other.
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

Executives

[Representative Board Members]
Chairman & CEO
Osamu Suzuki

President & COO
Hiroshi Tsuda

[Senior Managing Executive Officers (Board Members)]
Takashi Nakayama
Shinzo Nakanishi
Takao Hirosawa
Minoru Tamura
Takeo Shigemoto
Eiji Mochizuki
Toshihiro Suzuki
Takumi Kunikiyo
Toyokazu Sugimoto

[Senior Managing Executive Officers]
Chuichi Mizuguchi
Masanori Atsumi
Osamu Honda

[Managing Executive Officers]
Shunichi Wakuda
Akihiro Sakamoto
Kazuo Suzuki
Sadayuki Inobe
Akio Kosugi
Shinichi Takeuchi
Naoki Aizawa
Kazumi Matsunaga
Hironori Iguchi
Masafumi Yayoshi
Ichizo Aoyama
Toshiaki Hasuike
Hajime Matsumura
Akira Tsugihiro
Seiichi Furusho
Hiroyasu Uchida
Takashi Iwatsuki
Kaoru Sato

[Corporate Auditors]
Tamotsu Kamimura
Nobuyasu Horiiuchi
Katsuhiko Kume

[Corporate Auditors- non full-time]
Shin Ishizuka
Kazuhiro Kosugi

Major Overseas Subsidiaries

[EUROPE]
Germany  Suzuki International Europe GmbH
Spain  Suzuki Motor España, S.A.
Spain  Suzuki Motor Ibérica, S.A.
Italy  Suzuki Italia S.p.A.
France  Suzuki France S.A.
Hungary  Magyar Suzuki Corporation
UK  Suzuki GB PLC
Austria  Suzuki Austria Automobil Handels G.m.b.H
Poland  Suzuki Motor Poland SP.Z.O.O.

[AMERICA]
USA  American Suzuki Motor Corporation
USA  Suzuki Manufacturing of America Corporation
Canada  Suzuki Canada Inc.
Mexico  Suzuki Motor de Mexico S.A. DE C.V.
Colombia  Suzuki Motor de Colombia S.A.

[ASIA]
India  Maruti Suzuki India Ltd.
India  Suzuki Motorcycle India Private Limited
Pakistan  Pak Suzuki Motor Co., Ltd.
Indonesia  P.T. Indomobil Suzuki International
Thailand  Thai Suzuki Motor Co., Ltd.
Thailand  Suzuki Automobile (Thailand) Co., Ltd.
Malaysia  Suzuki Motorcycle Malaysia SDN BHD.
Philippines  Suzuki Philippines Inc.
Myanmar  Myanmar Suzuki Motor Co., Ltd.
Cambodia  Cambodia Suzuki Motor Co., Ltd.
China  Suzuki Motor (China) Investment Co., Ltd.

[OCEANIA]
Australia  Suzuki Australia Pty. Ltd.
New Zealand  Suzuki New Zealand Ltd.

[AFRICA]
South Africa  Suzuki Auto South Africa (Pty) Ltd.

As of August 1, 2008
1. The outline of the corporate group

The corporate group of the Company consists of subsidiaries of 140 companies and affiliates of 36. 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 a subsidiary, 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., Maruti Suzuki India 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 Seimitsu 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 7 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.

Manufacturing & marketing companies:
- Consolidated subsidiaries
  - Thai Suzuki Motor Co., Ltd.
  - Suzuki Motor Espana S.A.
  - Suzuki Manufacturing of America Corp. and other 7 companies
- Companies in the application of the equity method
  - Jinan Qingqi Suzuki Motorcycle Co., Ltd. and other 2 companies

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
  - Magyar Suzuki Ltd.
  - Maruti Suzuki India Ltd.
  - P.T. Indomobil Suzuki International and other 4 companies
- Companies in the application of the equity method
  - CAMI Automotive Inc. and other 16 companies

Marketing companies:
- Consolidated subsidiaries
  - Suzuki Motor Sales Kinki Inc.
  - Suzuki Motor Sales Tokyo Inc.
  - American Suzuki Motor Corp. and other 88 companies
- Companies in the application of the equity method
  - Suzuki Motor Czech s.r.o. and other 9 companies

Marketing company:
- Consolidated subsidiary
  - Suzuki Marine Co., Ltd.

Manufacturing & marketing company:
- Company in the application of equity method
  - Arctic Cat Inc.