

# ANNUAL REPORT 2009



**SUZUKI MOTOR CORPORATION**

## 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 regions overseas. The established network enables Suzuki to operate as a global organization serving 196 countries and regions.

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

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## A Message From the Management

In delivering our 2009 Annual Report, we wish to extend our greetings to you.

### • Management results of this fiscal year

For the management environment of the Group during this year, the world economy, mostly in the US and Europe, increasingly slowed down on account of the US subprime loan issue and the soaring of the crude oil and raw material prices in the first half, and in the second half, the economy rapidly deteriorated in various parts of the world by the worsening of the financial crisis, being in the extremely severe situation. The management environment in Japan was also drastically changed as a result of the large reduction in manufacturing by the decreased exports, the rapid yen appreciation and the stock price fall, and we are faced with the unprecedented critical situation.

Under these circumstances, consolidated sales were ¥3,004,888 million (85.8% year on year, y-o-y) for this fiscal year, below consolidated sales of the previous year, on account of the overseas sales reduction and yen appreciation. As for consolidated profits, operating income, ordinary income and net income declined to ¥76,926 million (51.5% y-o-y), ¥79,675 million (50.8% y-o-y) and ¥27,429 million (34.2% y-o-y), respectively, because the reduced costs, reduced depreciation/amortization and operating expenses, etc were unable to cover the reduced profits on account of the reduced sales, increased raw material costs, exchange influences and increased research and development expenses.

In addition, non-consolidated sales declined to ¥1,685,777 million (83.0% y-o-y) for this fiscal year. As for non-consolidated profits, operating income, ordinary income and net income declined to ¥11,422 million (16.9% y-o-y), ¥4,133 million (6.7% y-o-y) and ¥3,287 million (8.0% y-o-y), respectively, because the reduced costs, reduced depreciation/amortization and operating expenses, etc were unable to cover the reduced profits on account of the reduced sales, exchange influences and increased research and development expenses.

The management environment drastically changed in the latter half of this year, and the situation has become severer, but the Company recorded profits for the full year. Therefore, to express our gratitude for our shareholders, we decided to distribute ¥8 as the dividend at the end of the current fiscal year (¥16/year including interim dividend), the same as the previous year.

### • Outstanding issues

We have placed “In order to survive, let us stop acting in a self-styled manner and get back to the basics” as our basic policy in promoting the growth strategy, reviewed every aspect of our business to strengthen our management practices.

Automobile sales have dropped in various parts of the world, however, on account of the world financial crisis, and we are faced with unprecedented crisis with the prospect of more than 30% fall in expected sales for the next year compared to previous fiscal year.

To overcome this crisis, we have been making concerted efforts as a group with the slogan of “Try our ingenuity to overcome difficulties.”

As specific measures, facing the fact of a large reduction in sales squarely, we promote the establishment of system to ensure profits in the declining sales by cost reduction by “reduction of a gram and cost reduction of 1 yen per part,” squeezing of fixed expenses by “internal cost reduction activities” and further reviewing of organizations and systems.

Next, as for the issues challenged by our major businesses of motorcycle business and automobile business, we will promote launching of products fit for the market needs, strengthening of sales forces and improving of the quality and productivity for motorbikes. Especially, we will strengthen the small motorbike business in the Asian region where further growth can be expected.

In automobile business, the marketing activities and products supply in a close contact with the market will be executed.

In domestic market, we will make efforts to reinforce the sales force by increasing and training sales persons, also to build and enhance “Suzuki Arena Shops”, for further expansion of market share. In overseas markets, we will try to improve SUZUKI brand image by using the slogan of “Way of life” and increase the level of overseas bases through promotion of local procurement of parts, cost reduction activities, further improvement of quality and further progress in productivity, as well as sales enhancement. As to the business in North America that the profit has been declining, we will try to rebuild by reviewing the system of sales etc.

In addition, in research and development, the environmentally friendly product development for protecting global environment such as reduced emission gas, improved mileage, resource saving and recycling has become more and more important.

In the limited research and development resources, we will consolidate power trains, standardize parts and concentrate funding on environmental technologies.

Further, we make efforts for the development of high-mileage and low-emission technologies such as diesel engine cars, hybrid cars and electric cars mainly with the product development abilities for small cars, the strength of our Group, based on the alliance with each company.

Though General Motors Corporation, our strategic alliance partner, has filed on June 1, 2009 for Chapter 11 bankruptcy protection, we will continue individual projects with GM such as development cooperation for leading edge technologies.

We have decided to review “Suzuki medium term three-year plan (April 2008 - March 2011)” which was the targeted management indexes and medium-term corporate management strategies on account of a substantial change in the economic environment. We plan to announce the new plans based on the external environment at the appropriate time.

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.



Osamu Suzuki  
Chairman & CEO

A stylized, handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

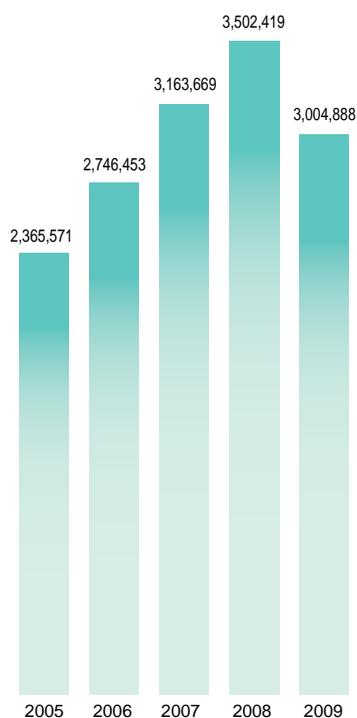
# Financial Highlights

SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES	Millions of yen (except per share amounts)		Thousands of U.S. dollars (except per share amounts)
	2009	2008	2009
Years ended March 31, 2009 and 2008			
Net sales .....	<b>¥3,004,888</b>	¥3,502,419	\$30,590,332
Net income .....	<b>27,429</b>	80,254	279,235
Net income per share:			
Primary .....	<b>61.68</b>	177.96	0.627
Fully diluted .....	<b>53.97</b>	155.89	0.549
Cash dividends per share .....	<b>16.00</b>	16.00	0.162
Net assets .....	<b>742,915</b>	902,894	7,563,016
Total current assets .....	<b>1,267,790</b>	1,483,038	12,906,347
Total assets .....	<b>2,157,849</b>	2,409,165	21,967,315
Depreciation and amortization .....	<b>141,203</b>	161,600	1,437,482

Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥98.23 = US\$1, the prevailing exchange rate on March 31, 2009.

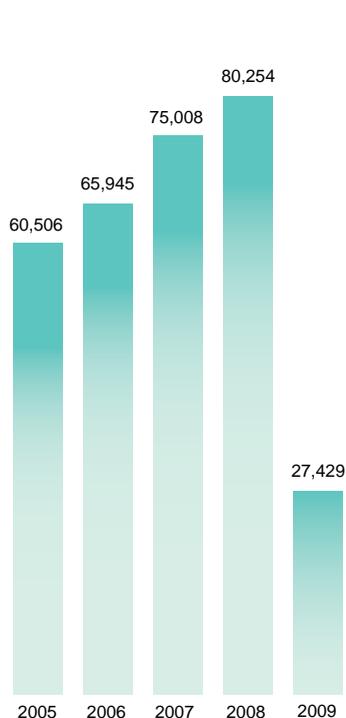
## Net Sales

Years ended March 31  
(Millions of yen)



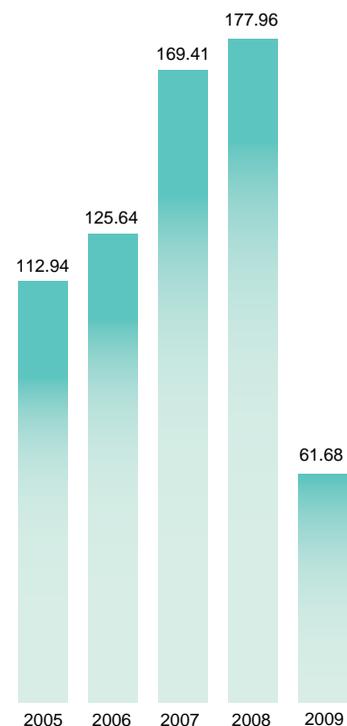
## Net Income

Years ended March 31  
(Millions of yen)



## Net Income Per Share

Years ended March 31  
(yen)



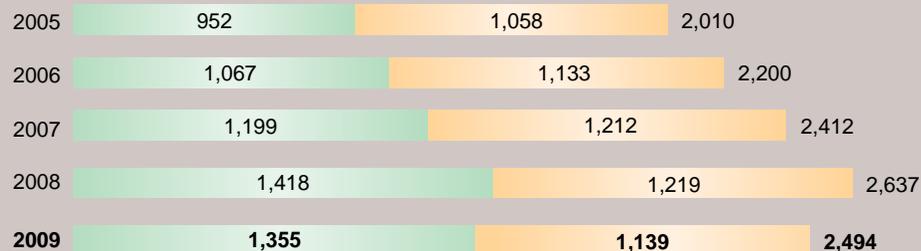
# Year in Review

## Automobile Production

Years ended March 31

(Thousand units)

Overseas Japan



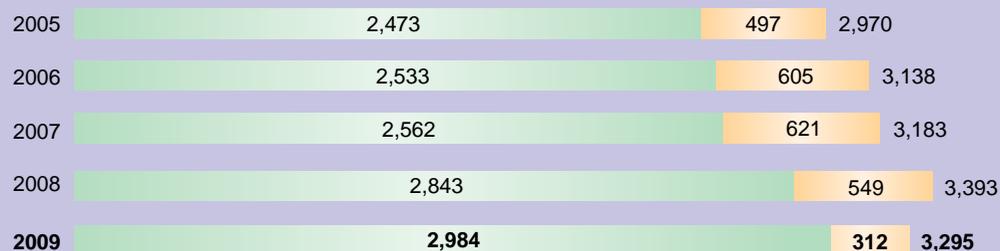
## Motorcycle Production

Years ended March 31

(Thousand units)

(ATV included)

Overseas Japan

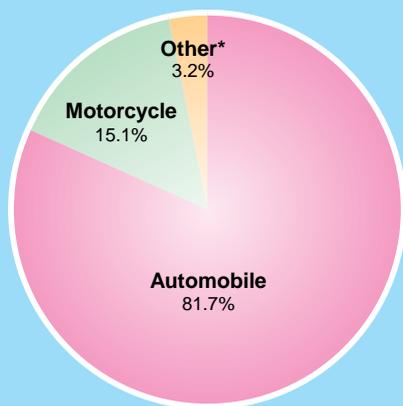


Production in overseas

Production in Japan

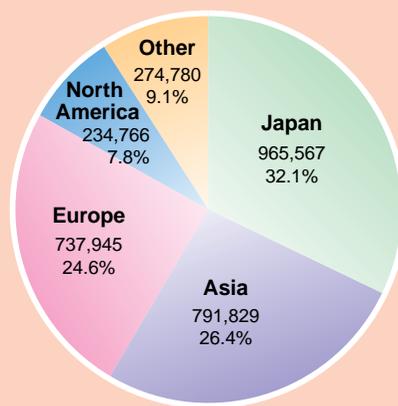
Total

## 2009 Percentage of Net Sales By Business



(Year ended March 31, 2009)

## 2009 Net Sales By Market



(Year ended March 31, 2009, Millions of yen)

\*Marine & Power Products, etc. and Financial Services.

# Automobiles

## Suzuki's Worldwide Manufacturing and Sales

Total overseas automobile production for fiscal 2008 decreased to 1,355 thousand units, 95.6% compared to the previous year. Worldwide production, including Japan, also decreased to 2,494 thousand units, 94.6% compared to the previous year. Sales of automobiles in overseas markets decreased to 1,641 thousand units, 94.7% compared to the previous year, while total global sales, including Japan, also decreased 2,306 thousand units, 95.9% compared to the previous year.

## The Japanese Market

### 1. Domestic Automobile Market Overview

Domestic sales of all domestic brands for fiscal 2008 totaled 4,701 thousand units (88% y-o-y), falling below the previous fiscal year and the 3rd consecutive year-on-year decline. The steep decline in sales particularly in the latter half of the fiscal year dropped sales to a low of under 5,000 thousand units. This figure represents a drop to the 1980 level and a 28-year low.

Mini vehicle sales totaled 1,809 thousand units (96% y-o-y). New models were successively introduced by each manufacturers from the middle of the year, however it was not enough to halt the decline in sales in the second half of the fiscal year, causing sales to fall below the previous fiscal year for the 2nd consecutive year.

Also, total sales of registered vehicles amounted to 2,892 thousand units (84% y-o-y) resulting in the largest ever year-on-year decline. This severe result has put the figure below the 3,000 thousand unit level for the first time since 1971, a 37 year low.

### 2. Suzuki Sales Status

Suzuki's total domestic sales for fiscal 2008 were 665 thousand units (99% y-o-y). Domestic market share was 14.1%, a record high that for the first time ever, places Suzuki second among the 12 domestic automobile manufacturers.

In the mini vehicle category, the new Wagon R and new Alto Lapin were introduced to strengthen product competitiveness. Despite severe market conditions, sales amounted to 579 thousand units (99% y-o-y), which was almost the same as sales the previous year. This represents a 32% domestic market share, which increased 1.0 point compared to the previous year.

In addition to strong sales of the Swift, a Suzuki mainstay, the domestic introduction of the Splash resulted in sales of registered vehicles amounting to 85 thousand units (100% y-o-y), which was the same as the previous year.

### 3. Suzuki Automobile Topics

- The fourth generation Wagon R was introduced to the domestic market in September 2008. It was awarded the RJC Car of the Year award in November, making it a two-time winner of this award. Its sales also ranked top in the 2008 mini vehicle segment for the sixth consecutive year.



WAGON R

- The new compact vehicle Splash was introduced to the domestic market in October 2008. Manufactured at Magyar Suzuki, our subsidiary in Hungary, this is the first vehicle to be imported under our brand name.



SPLASH

- The new Alto Lapin was introduced in November 2008. Its unique design has been popular with young women resulting in strong sales that have largely surpassed sales for the previous year.
- Sales of the Carry amounted to 59 thousand units, placing it top in sales in the truck segment for the 38th consecutive year.

## Overseas Markets

Owing to the economic slowdown and market contraction caused by the global financial crisis, Suzuki's overseas automobile sales volume in fiscal 2008 fell year-on-year to 1,641 thousand units (95% of the previous year's figure). Overseas production volume fell to 1,355 thousand units (96% of the previous year's figure) despite an increase in Europe to 260 thousand units (103% of the previous year's figure).

In the United States, the credit crunch and general economic weakness dragged sales volume down to 73 thousand units (73% y-o-y). In Europe, the recession pulled sales volume down to 301 thousand units (88% y-o-y). However, sales volume was up in Central and South America (113% y-o-y), Southeast Asia (102% y-o-y), the Middle East (119% y-o-y), and Africa (126% y-o-y). Indian subsidiary Maruti Suzuki India's production volume was approximately flat on the year at 774 thousand units, and its sales volume in India rose to 722 thousand units (101% y-o-y). Maruti Suzuki India's sales amount was the highest in its quarter-century history. As a production base, the company has an increasingly important position in Suzuki's world strategy.

Reflecting Suzuki's goal of further developing its markets, the company established a distributor in Brazil—the only BRICs nation in which it did not previously have one. The Brazilian distributor began selling automobiles in October 2008.

The Swift, which Suzuki launched in September 2004 as its first world strategic model and has become its best-known offering, is in production in countries including Japan, Hungary, India, and China. Cumulative worldwide production of the Swift reached one million units in May 2008. Also, Suzuki's fourth world strategic model, the Splash, which was developed with a focus on user-friendliness, low CO<sub>2</sub> emissions, and low fuel consumption and is produced in Hungary, became the first Suzuki model to be imported and sold by Suzuki in Japan. In October 2008, Suzuki launched its fifth world strategic model, the Alto, which reflects a top priority on eco-friendliness. A combination of environmental performance and economy makes the Alto an outstanding response to today's needs and has earned it high praise from customers.

In 2008, Suzuki completed a full season of participation in the World Rally Championship (WRC) with the SX4 WRC car. In Rally Japan, Suzuki highlighted the SX4's great potential by setting the fastest stage time despite being a newcomer. Suzuki is not competing in the WRC in the 2009 season, but its WRC experience and its ongoing participation in the Junior World Rally Championship (JWRC) with the Swift Super 1600 continue to enhance its active, sporty brand identity and help it to make even better products.

In line with a goal of offering products that make daily life more exciting, Suzuki uses its "Way of Life!" slogan to communicate its overseas brand philosophy. In fiscal 2009 and beyond, Suzuki will continue to put its best efforts into meeting contemporary needs with products that reflect the "Way of Life!" message.



Kosai Plant  
Passenger car assembling plant



Iwata Plant  
Sport utility vehicle and commercial vehicle assembling plant



GRAND VITARA



SX4



SPLASH  
(manufactured at Magyar Suzuki Corporation in Hungary)



JIMNY



SWIFT



ALTO  
(manufactured at Maruti Suzuki India Limited in India)

# Motorcycles

## Suzuki's Worldwide Manufacturing and Sales

Total overseas motorcycle production (including ATVs) in fiscal 2008 was 2,984 thousand units, 105% compared to the previous year. Worldwide production, including production in Japan, decreased to 3,295 thousand units, 97.2% compared to the previous year.

Sales of motorcycle (including ATVs) in overseas market increased to 3,222 thousand units, 101.4% compared to the previous year, while total global sales, including Japan, were 3,351 thousand units, 100.2% 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% y-o-y).

Breaking this figure down into displacement categories shows volume for the 125cm<sup>3</sup> and under class at 534 thousand units (98% y-o-y), and the 126cm<sup>3</sup> and greater class at 122 thousand units (89% y-o-y), a decline in both categories.

While overall sales experienced a downward trend, sales in the 51cm<sup>3</sup> to 125cm<sup>3</sup> range increased to 109 thousand units (125% y-o-y) due to the introduction of new products.

### 2. Suzuki Sales Status

With the affects of the global recession, product lineup consolidation to conform to emission regulations, and rising vehicle costs, Suzuki's fiscal 2008 total volume was 123 thousand units (75% y-o-y).

Further breakdown of this figure shows sales of small scooters at 105 thousand units (76% y-o-y). Within this figure the volume for the 50cm<sup>3</sup> and under class declined to 64 thousand units (64% y-o-y) while sales of the 51cm<sup>3</sup> to 125cm<sup>3</sup> class increased to 40 thousand units (110% y-o-y).

Looking at the figures for larger models, sales declined to 19 thousand units (70% y-o-y). Sales in the 126 cm<sup>3</sup> to 250cm<sup>3</sup> class were 12 thousand units (62% y-o-y) and in the 401cm<sup>3</sup> and greater class 1 thousand units (59% y-o-y), a drastic decline in both categories however, sales in the 251cm<sup>3</sup> to 400cm<sup>3</sup> class increased to 5 thousand units (110% y-o-y).

### 3. Suzuki Motorcycle Topics

Sales of the Let's4 and Let's5 series scooters in the 50cm<sup>3</sup> and under class increased the number of shipments (Let's4: 33 thousand units (118% y-o-y), Let's5:10 thousand units (165% y-o-y)) however, it was not enough to halt the overall downward trend caused by the termination of production of certain models due to exhaust emissions regulations at the end of last fiscal year. Regarding the 51cm<sup>3</sup> to 125cm<sup>3</sup> class, introduction of the Address V125, which underwent a minor change to conform to regulations, led to an increase in sales of 110% compared to the previous year.

Regarding larger models, the new Gemma scooter was introduced in the 126cm<sup>3</sup> to 250cm<sup>3</sup> class however, it could not stop the decrease in the number of shipments caused by model elimination due to exhaust emissions regulations. In the 251cm<sup>3</sup> to 400cm<sup>3</sup> class, the GSR400/ABS, which underwent a model change, saw an increase in sales of 110% compared to the previous year.



## Overseas Markets

### 1. Overseas Motorcycle Market Overview

While maintaining our leadership in the big motorcycle markets, sales in North America dropped to 109 thousand units (81% y-o-y) and 145 thousand units (81% y-o-y) in Europe in 2008, reflecting the drastic free fall of the motorcycle market brought by the lackluster global economy. Meanwhile, sales in the growing India market increased to 130 thousand units (154% y-o-y) due to the successful introduction of scooter models, sales in the China market increased to 1,319 thousand units (113% y-o-y), however sales in the six ASEAN nations (Indonesia, Thailand, Vietnam, Philippines, Malaysia, Cambodia) decreased to 913 thousand units (95% y-o-y).

We will continue to introduce models tailored to meet trends and the demands of each country and strengthen our sales network to increase sales.



Toyokawa Plant  
Motorcycles and outboard motors assembling plant

### 2. Product Expansion

New big motorcycle introductions focused mainly on North American and European markets. The Gladius gave riders a fresh new perspective, the Bandit 650 received styling updates, the GSX-R1000 underwent full model change, and the Suzuki Boulevard M90 cruiser and the KINGQUAD 750AXi 4x4 ATV with power steering were newly introduced.

The higher-grade scooter UK125 was introduced into the ASEAN market. The GT125 in India underwent a minor change. The compact and light-weight scooter UZ125 was introduced into the China market to expand the product lineup and strengthen Suzuki brand.



GLADIUS



Bandit 650



GSX-R1000



SUZUKI BOULEVARD M90



UK125

UZ125

KINGQUAD 750AXi 4x4 Power Steering



Loris Capirossi, MotoGP



Suzuki Endurance Racing Team, World Endurance



Mat Mladin, AMA Superbike



Ken De Dycker, World Motocross MX1

### 3. Racing Activities

In 2008, Suzuki acquired an admirable three podium finishes in the world's pinnacle motorcycle racing event MotoGP. And the GSX-R and RM-Z performed brilliantly in production motorcycle racing, demonstrating the superiority of the Suzuki brand and its products around the globe. In World Endurance Championship races, Team Suzuki Endurance Racing Team drove a GSX-R1000 to a series championship for the fourth year in a row. In AMA Superbike Championships in the U.S., Suzuki won the series championship for the sixth year in a row on a GSX-R1000, and the RM-Z450 won the series manufacturer championship for the second year in a row in MX1 class racing, the pinnacle of motocross racing.

# Marine Products

## The Japanese Market

The volume of all domestic outboard shipments for the period from April 2008 to March 2009 declined to 94% compared to the previous year. Regarding our company, the volume of our domestic outboard shipments declined to 92% compared to the previous year. We assume that this market trend will continue this fiscal year but we hope to expand activities focusing on sales of large outboard motors, particularly the DF70, DF80, and DF90.



DF90

## Overseas Markets

In terms of Outboard Motor exports in fiscal 2008, combined shipment of CBU and KD for Suzuki Motor Thailand declined to 82% in units and 71% in amount compared to the previous year, due to the worldwide economic precipice mainly in U. S. and European markets. The current Suzuki 4-stroke Outboard Motor lineup ranges from the lowest horsepower model DF2.5 (1.8kW, 2.5 PS) to the highest horsepower model, the DF300 (220.7kW, 300 PS). All new DF8 (5.9kW, 8 PS) / DF9.9 (7,3kW, 9.9 PS) and more fuel saving DF60 (44.1kW, 60 PS) were introduced at Miami International Boat Show in U.S. in February, 2009.



DF300



DF225



DF2.5

DF90

DF300

## Other Topics

### Environmental

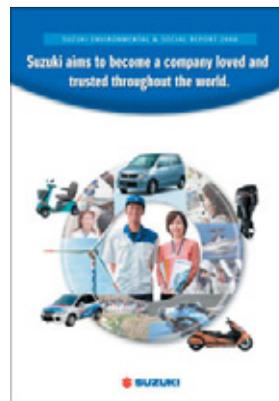
As a general manufacturer of automobiles, motorcycles, outboard motors, etc., Suzuki addresses environmental conservation at all stages in its operations—from development to disposal.

In product development, we make every effort to improve fuel economy, reduce exhaust emissions and noise, and develop clean energy vehicles, etc. In manufacturing, we address issues such as reducing environmental risk, reducing energy, and promoting the use of alternative energy. In distribution, we focus on improving transportation efficiency and energy reduction, promoting the three Rs and the use of low emission transport. In marketing, we address issues related to promoting environmental management at our dealers and proper disposal of end-of-life products, etc.

In addition to activities related to production, we also promote energy reduction and green purchasing in our offices, provide our employees with environmental education, promote environmental management at our dealers, and provide social action programs in local communities.

#### 2008 Topics

- We published the Suzuki 2008 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 activities related to product development, we have developed the SX4-FCV fuel cell vehicle with a 700MPa high-pressure hydrogen tank. It was exhibited at the International Media Center Environmental Showcase at the 2008 G8 Hokkaido Toyako Summit Meeting in July.
- We have also developed bioethanol vehicles that are powered with fuel (E25) mixed with 25% bioethanol. Sales in Brazil of the Grand Vitara started in October and of the Jimny in November.
- In distribution, some vehicles manufactured by Chongqing Changan Suzuki Automobile Co., Ltd. are being transported by ship on the Chang Jiang River as of December.



Suzuki 2008 Environmental and Social Report (web version)



SX4-FCV



GRAND VITARA

## Suzuki's business collaboration with other car manufacturers

Suzuki has been engaged in various business opportunities with other car manufacturers around the globe.

Especially, Suzuki has yielded solid results in terms of development, manufacturing, and marketing since its start of a business partnership with General Motors Corporation (GM) in 1981.

For example, Suzuki achieved various joint projects with GM such as; joint operation of the Canadian joint venture "CAMI Automotive Inc.", production & sale of joint developed products in Japan and Europe, mutual supply of OEM products, sharing global manufacturing footprints.

Suzuki and GM will further pursue synergies by utilizing and complementing the resources for the joint development in the areas of advanced technology, collaboration on powertrain development and global joint purchasing etc.

Besides the partnership with GM, Suzuki has partnerships with other car manufacturers. For example, Suzuki supplies Mazda's mini-cars in Japan, and Suzuki has cross-OEM relationship with Nissan. Suzuki supplies compact cars to Fiat, while Fiat provides Suzuki with technical/engineering support for its diesel engine. Moreover, Suzuki purchases diesel engines from Peugeot-Citroen and Renault. Through these partnerships, Suzuki implements diverse collaborations that complement each other and create synergies.



SX4  
(manufactured at Magyar Suzuki in Hungary and supplied to Fiat)



MR WAGON  
(manufactured at Kosai plant, Japan and supplied to Nissan)



LANDY  
(Supplied from Nissan in Japan)

# Corporate Data, Executives and Overseas Subsidiaries

## Corporate Data

### SUZUKI MOTOR CORPORATION

#### Head Office:

300 Takatsuka-Cho, Minami-ku,  
Hamamatsu City, Japan 432-8611

#### Mailing Address:

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

## Executives

### [Representative Director]

**Chairman & CEO**  
Osamu Suzuki

**Representative Director and Senior Managing Officer**  
Takashi Nakayama  
Takao Hirose  
Minoru Tamura

### [Director and Senior Managing Officer]

Shinzo Nakanishi  
Eiji Mochizuki  
Toshihiro Suzuki  
Toyokazu Sugimoto  
Masanori Atsumi  
Naoki Aizawa  
Osamu Honda

### [Senior Managing Officer]

Takeo Shigemoto  
Takumi Kunikiyo

### [Managing Officer]

Shigeaki Hamada  
Sadayuki Inobe  
Masafumi Yayoshi  
Kazuhiro Kosugi  
Yasuhiro Harayama  
Ichizo Aoyama  
Toshiaki Hasuike  
Seiichi Furusho  
Hiroyasu Uchida  
Takashi Iwatsuki  
Kaoru Sato  
Kazuo Hakamata  
Hiroaki Matsuura

### [Corporate Auditor]

Tamotsu Kamimura  
Yoshitaka Suzuki

### [Corporate Auditor- non full-time]

Nobuyasu Horiuchi  
Katsuhiko Kume  
Shin Ishizuka

## Major Overseas Subsidiaries

### [EUROPE]

Germany	Suzuki International Europe GmbH
Spain	Suzuki Motor España, S.A
Spain	Suzuki Motor Iberica, 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 Handeles 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	PT. Suzuki Indomobile Motor
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.
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As of end of July, 2009

# The Status of the Corporate Group

## 1. The outline of the corporate group

The corporate group of the Company consists of subsidiaries of 141 companies and affiliates of 37. The main businesses are manufacturing and marketing of motorcycles, automobiles, marine & power products, motorized wheelchairs, electro senior vehicles and houses, and financial services, 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

Motorcycles are manufactured by the Company. In overseas, they are 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

Automobiles are manufactured by the Company as well as in overseas, by subsidiaries, Magyar Suzuki Corporation Ltd., Maruti Suzuki India Limited 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.

### Marine and Power products, etc

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.

### Financial services

Financial services are conducted by a subsidiary, Suzuki Finance Co., Ltd. and others.

## 2. Operation flow chart

As of March 31, 2009

