

ANNUAL REPORT 2010



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 2010 Annual Report, we wish to extend our greetings to you.

• Management results of this fiscal year

The management environment of the Group for this year continues to be in a severe situation with high unemployment rates continued in the US and Europe, while the global economy has not fully recovered although it is gradually recovering on account of the economic recoveries mainly in Asia and economic stimulus measures by each government. The domestic economy has recovered to some extent with recoveries in export and production based on the overseas economic recovery and the influences of economic measures, but it is still in a severe situation with deflationary concerns and a high unemployment rate.

Under these circumstances, consolidated sales largely declined for the two consecutive years to ¥2,469.1 billion (82.2% year on year, y-o-y) on account of the reduced domestic and overseas sales volume and fluctuations in exchange rates due to Yen appreciation. As for the consolidated profits, the reduced profits caused by a sales decline and exchange influences were covered by the reduction of operating expenses mainly by “internal cost reduction” initiative and favorable sales of automobiles in Asia, and profits exceeded those of the previous year with ¥79.4 billion of operating income (103.2% y-o-y), ¥93.8 billion of ordinary income (117.8% y-o-y) and ¥28.9 billion of net income (105.4% y-o-y). Meanwhile, non-consolidated sales declined to ¥1,286.6 billion (76.3% y-o-y). However, as for the profits, the reduced profits caused by a sales decline and exchange influences were covered by the vigorous reduction of various expenses and profits exceeded those of the previous years with ¥12.0 billion of operating income (105.1% y-o-y), ¥12.1 billion of ordinary income (292.1% y-o-y) and ¥7.1 billion of net income (215.6% y-o-y).

The management environment substantially changed from the latter half of the previous year, and sales have continued to drop substantially, but we were able to record profits by vigorous cost reductions in every aspect. The management environment still looks grim, but to express our gratitude for your daily support, we would like to provide ¥7 of year-end dividend per share. As a result, our annual dividend including interim dividend (¥5 per share) will be ¥12 per share.

• Outstanding issues

We have reviewed every aspect of our business to strengthen our management practices placing “Let’s review the current practices and stay true to the basics in order to survive the competition.” as our basic policy in promoting the growth strategy. However, automobile sales declined in various regions of the world due to the global financial crises of the last year, and the situation we are in has been difficult, with our sales for this year having dropped by more than 30% from the peak of the fiscal year ended in March 2008.

To overcome this crisis, we have been making concerted efforts as a group with the slogan of “Let’s start again in all areas to address our 30% sales decrease.” 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 “weight reduction of 1g and cost reduction of 1 yen per part,” squeezing of fixed expenses by “internal cost reduction activities” and further reviewing of organizations and structure.

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 motorcycles. Especially, we will strengthen the small motorcycle business in the Asian region where further growth can be expected.

In automobile business, we will promote product development and sales activities closely tied with both domestic and overseas markets. In Japan, we will strengthen sales abilities and after sale activities in the Suzuki sales offices nationwide to promote the improvement of the customer satisfaction. We will try to create sales offices loved by as many customers as possible in order to achieve a sales increase.

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 sales structure etc.

In addition, in research and development, the environmentally friendly product development for protecting global environment such as reduced emission gas, improved fuel efficiency, 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 fuel efficiency and low emission technologies such as diesel engine vehicles, hybrid vehicles and electric vehicles mainly with the product development abilities for small cars, the strength of the Group, based on the alliance with each company.

On 9 December last year, the Company and Volkswagen AG ("VW") have reached a common understanding to establish a comprehensive partnership. In terms of product portfolio, global distribution and manufacturing capacities, both companies ideally complement each other. The companies plan a joint approach to the growing worldwide demand for more environmentally friendly vehicles.

The management of the Company and VW have concluded that the complementary strengths of each company make for a perfect fit in exploiting their respective advantages as well as rising to the challenge of the global market.

In the automotive industry, where globalization and diversification proceed in parallel, both companies will establish a cooperative relationship while respecting each other's independence as a stand-alone entity. Both companies are focused on achieving synergies in the areas of rapidly growing emerging markets as well as in the development and manufacturing of innovative and environmentally friendly compact cars.

To support a smooth development of this relationship, VW has purchased 19.9% of the Company's issued shares and the Company also intends to invest up to one half of the amount received from VW(*) into shares of VW.

(*) At the end of March 2010, the Company owns 2,000,000 shares of common stock of VW.

The Group commits itself to make efforts to promote the "production of small and subcompact vehicles" and the "development of environmentally benign products" needed by customers, and "to be small, less, light, short and beautiful" on every side of organization, facilities, parts, environment and so on as well as production, with the slogan, "Small Cars for a Big Future", and has been working for the efficient, well-knit and healthy management.

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.



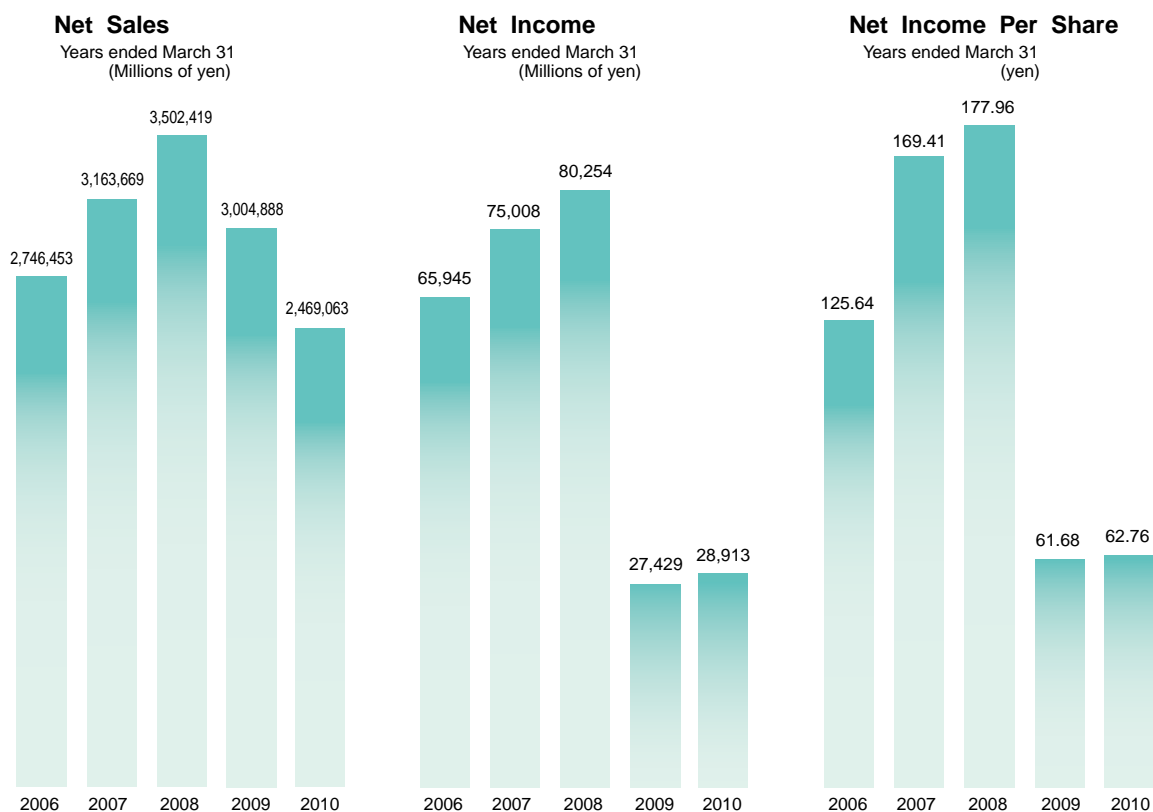
Osamu Suzuki
Chairman & CEO

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Financial Highlights

SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES Years ended March 31, 2010 and 2009	Millions of yen (except per share amounts)	Thousands of U.S. dollars (except per share amounts)	
	2010	2009	2010
Net sales	¥2,469,063	¥3,004,888	\$26,537,654
Net income	28,913	27,429	310,767
Net income per share:			
Primary	62.76	61.68	0.674
Fully diluted	55.26	53.97	0.593
Cash dividends per share	12.00	16.00	0.128
Net Assets	1,089,757	742,915	11,712,780
Total current assets	1,479,336	1,267,790	15,900,007
Total assets	2,381,314	2,157,849	25,594,519
Depreciation and amortization	141,846	141,203	1,524,579

Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥93.04= US\$1, the prevailing exchange rate on March 31, 2010.



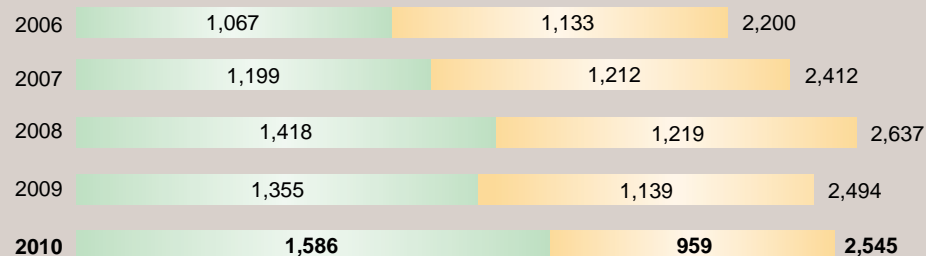
Year in Review

Automobile Production

Years ended March 31

(Thousand units)

Overseas Japan

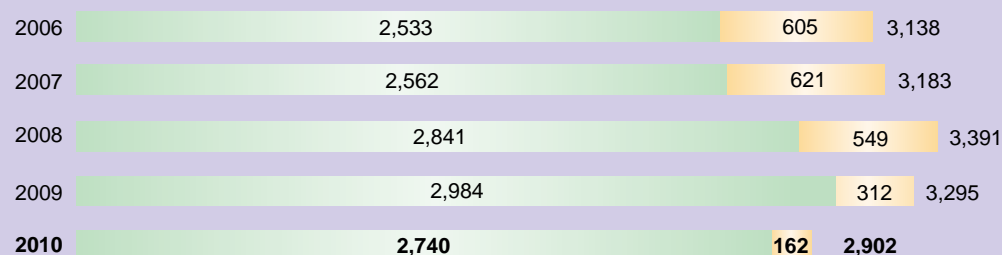


Motorcycle Production

Years ended March 31

(Thousand units)
(ATV included)

Overseas Japan

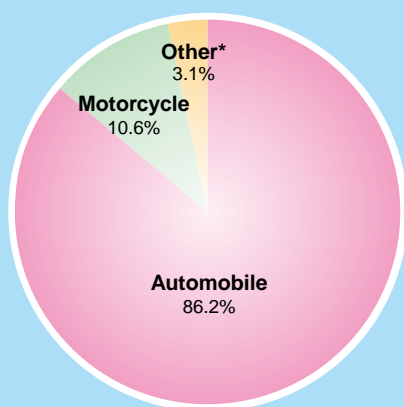


Production in overseas

Production in Japan

Total

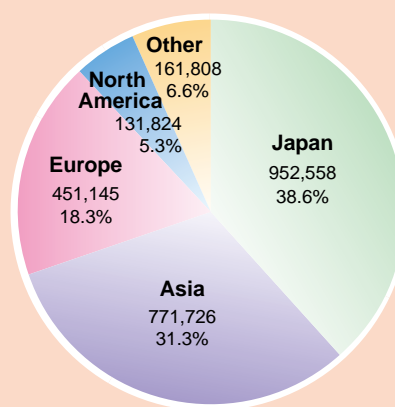
2010 Percentage of Net Sales By Business



(Year ended March 31, 2010)

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

2010 Net Sales By Market



(Year ended March 31, 2010, Millions of yen)

Automobiles

Suzuki's Worldwide Manufacturing and Sales

Total overseas automobile production for fiscal 2009 increased to 1,586 thousand units, 117.1% compared to the previous year. Worldwide production, including Japan, also increased to 2,545 thousand units, 102.1% compared to the previous year. Sales of automobiles in overseas markets increased to 1,727 thousand units, 105.3% compared to the previous year, while total global sales, including Japan, also increased to 2,349 thousand units, 101.9% compared to the previous year.

The Japanese Market

1. Domestic Automobile Market Overview

Since government support measures such as tax reductions on eco-cars and economic incentives for new eco-car purchases were successfully effective, domestic sales of all brands for fiscal 2009 totaled 4,880 thousand units (104% y-o-y), well over the previous fiscal year for the first time in four years. Among registered vehicle sales, eco-car sales, particularly hybrid vehicles, were brisk amounting to 3,182 thousand units (110% y-o-y), well over the previous fiscal year for the first time in seven years. Meanwhile, in mini vehicles, delay in responding to eco-car policies reduced the effectiveness of government support measures causing sales to decrease to 1,698 thousand units (94% y-o-y) falling below the previous fiscal year for the third consecutive year.

2. Suzuki Sales Status

Suzuki's total domestic sales for fiscal 2009 decreased to 622 thousand units (93% y-o-y) falling below the previous year. This places Suzuki fourth among the 12 domestic automobile manufacturers. In the mini vehicle category, sales for the full business year decreased to 554 thousand units (96% y-o-y) falling below the previous year, however successive introductions of Palette derived vehicles, and new Alto models in the second half strengthened product competitiveness contributing to increased sales in the second half of the year compared to the previous year. This represents a 32.7% domestic market share, which increased 0.7point compared to the previous year.

In regard to registered vehicles, those that were eligible for eco-car tax incentives, such as the Swift and Splash, were marketed aggressively, however sales decreased to 67 thousand units (79% y-o-y) falling below the previous year.

3. Suzuki Automobile Topics

- The seventh generation Alto was introduced to the domestic market in December, 2009. Focusing on resource saving, fuel efficiency, and user convenience, all class models meet requirements for eco-car tax reductions. Sales since its introduction have remained significantly above those for the previous year.



Alto

- At the end of January 2010, total accumulative domestic sales of Suzuki automobiles since the introduction of the Suzulight in 1955 reached 20 million vehicles.
- The Wagon R ranked top in the 2009 mini vehicle segment for the seventh consecutive year. Also, in October, it received high acclaim for its distinct styling among mini vehicles and was awarded the 2009 Good Design Long Life Design Award.



WAGON R

- Benefiting from economic incentives for trade-ins on new vehicle purchases, sales of the Carry increased to 63 thousand units compared to the previous fiscal year placing it top in sales in the truck segment for the 39th consecutive year.

Overseas Markets

1. Market Overview

Overseas automobile sales volume in fiscal 2009 showed some recovery owing to economic stimulus measures taken by various national governments. However, the recovery was not full-fledged; sales in North America were down 9% y-o-y at 10,774 thousand units, and sales in Europe were down 3% y-o-y at 16,221 thousand units. Meanwhile, there was significant market growth in China, where sales were up 64% y-o-y at 15,559 thousand units, and in India, where sales were up 25% y-o-y at 1,891 thousand units. Sales also increased in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia), rising by 5% y-o-y to 1,993 thousand units.

2. Suzuki Sales

Suzuki's overseas automobile sales volume in fiscal 2009 was up 5% y-o-y at 1,727 thousand units. Suzuki saw significant sales growth in its important markets, India and China. They were up 21% y-o-y at 871 thousand units in India owing partly to new models and partly to the government's economic stimulus measures. And they were up 44% y-o-y at 262 thousand units in China owing partly to the government's measures to increase domestic demand and partly to growth in the market. Meanwhile, Suzuki's sales were down 7% y-o-y at 281 thousand units in Europe, down 12% y-o-y at 63 thousand units in Pakistan, down 19% y-o-y at 65 thousand units in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia), and down 60% y-o-y at 29 thousand units in the United States.

3. Suzuki Topics in Fiscal 2009

May 2009 saw the 30th anniversary of the launch of the Alto. According to Suzuki research, cumulative worldwide Alto sales had reached 10 million units by the end of March 2009.

In June 2009, Suzuki's cumulative worldwide automobile sales reached 40 million units. Overseas sales, which began with exports of the Suzulight Carry in 1959, accounted for 20,355 thousand units of the total.

Suzuki's product launches in fiscal 2009 included its new flagship model, the Kizashi sedan.

In India, Maruti Suzuki achieved fiscal-2009 production volume of one million units. In anticipation of further growth in the Indian market, Maruti Suzuki has since begun expanding its annual production capacity from one million units to 1.25 million units.



Kosai Plant
Passenger car assembling



Iwata Plant
Multi-purpose vehicle and commercial vehicle assembling



Sagara Plant
Passenger car and automobile engines assembling,
foundry of engine components, machining



KIZASHI



SWIFT



SX4



SPLASH
(manufactured at Magyar Suzuki Corporation in Hungary)



JIMNY



ALTO
(manufactured at Maruti Suzuki India Limited in India)

Motorcycles

Suzuki's Worldwide Manufacturing and Sales

Total overseas motorcycle production (including ATVs) in fiscal 2009 decreased to 2,740 thousand units, 91.5% compared to the previous year. Worldwide production, including production in Japan, decreased to 2,902 thousand units, 87.8% compared to the previous year.

Sales of motorcycle (including ATVs) in overseas market decreased to 2,938 thousand units, 91.2% compared to the previous year, while total global sales, including Japan, were 3,017 thousand units, 90.1% compared to the previous year.

The Japanese Market

1. Domestic Market Overview

The number of motorcycles shipped in the domestic market by the four Japanese manufacturers in fiscal 2009 stood at a total of 374 thousand units (75% y-o-y). Breaking this figure down into displacement categories shows volume for the 125cm³ and under class at 317 thousand units (79% y-o-y), and the larger class with 126cm³ and greater at 57 thousand units (60% y-o-y), a decline in both categories. Looking at the figures for each class, the 50cm³ and under class totaled 239 thousand units (82% y-o-y), the 51cm³ to 125cm³ class 78 thousand units (71% y-o-y), the 126cm³ to 250cm³ class 35 thousand units (67% y-o-y), and the 251cm³ and greater class 22 thousand units (50% y-o-y), a decline in all classes.

2. Suzuki Sales Status

In the harsh economic circumstances of fiscal 2009, rising vehicle costs of our main products had an influence on Suzuki's total fiscal 2009 volume, which was 70 thousand units (57% y-o-y). Further breakdown of this figure shows motor-driven cycles at 63 thousand units (61% y-o-y). Within this figure the volume for the 50cm³ and under class amounted to 45 thousand units (71% y-o-y) while the 51cm³ to 125cm³ class amounted to 18 thousand units (44% y-o-y). Figures for larger models showed a decline to 6.7 thousand units, a 36% y-o-y loss. Figures for the 126cm³ to 250cm³ class were 3.9 thousand units (32% y-o-y), 251cm³ to 400cm³ class were 2.3 thousand units (48% y-o-y) and in the 401cm³ and greater class 481 units (36% y-o-y), a drastic decline in all classes.

3. Suzuki Motorcycle Topics

In the 50cm³ and under class, the Let's 4 Basket and Let's 4 Pallet, both of which focus on target users, showed an increase in shipments (Let's 4 Basket: 110% y-o-y and Let's 4 Pallet: 119% y-o-y), but because shipments for our leading product, the Let's 4, were stagnate, it was not enough to halt the overall downward trend. In the 51cm³ to 125cm³ class, new products introduced by other manufacturers resulted in a decrease in shipments of the Address V125.

Regarding large displacement models in the 251cm³ to 400cm³ class, new Gladius 400 ABS and Boulevard 400 models were introduced at year-end, and sales are expected to expand with promotions planned for spring season demand.



Let's4 Basket



GLADIUS 400 ABS



BOULEVARD 400

Overseas Markets

1. Overseas Motorcycle Market Overview

The overseas motorcycle market in fiscal 2009 was impacted by the economic slowdown, with sales in North America down 39% y-o-y at 562 thousand units and sales in Europe down 12% y-o-y at 1,197 thousand units. However, ASEAN sales were up 6% y-o-y at 11,484 thousand units thanks to solid demand in Indonesia. Sales in the growing Indian market were up 26% y-o-y at 9,371 thousand units. And sales in the Chinese market were up 9% y-o-y at 17,801 thousand units thanks to growing demand in inland regions.



Toyokawa Plant
Motorcycles and outboard motors assembling

2. Suzuki Sales

Suzuki's fiscal-2009 motorcycle sales volume in North America was down 53% y-o-y at 51 thousand units owing to marketing activities that gave top priority to inventory reduction. Sales volume in Europe was down 30% y-o-y at 102 thousand units. ASEAN sales volume was down 27% y-o-y at 662 thousand units owing to delays in launches of new models in the largest market, Indonesia. However, sales were strong in India; thanks to demand for scooters, they were up 46% y-o-y at 189 thousand units. Sales in China were also up y-o-y, with growing demand in inland regions helping to push them up by 20% to 1,585 thousand units.



GSX1250FA



GSX-R1000 "25th Anniversary Edition"



RMX450Z



RM-Z250



INTRUDER M800 / SUZUKI BOULEVARD M50



KINGQUAD 400ASi 4x4



Smash110

3. Suzuki Topics in Fiscal 2009

Suzuki's GSX-R and RM-Z models won major US and European championships for production motorcycles in 2009, and Suzuki made a good showing in MotoGP and Motocross MX1. Suzuki's launches of 2010 new models in North America and Europe included the GSX1250FA, the RMX450Z, the RM-Z250, and the GSX-R1000 25th Anniversary Edition. In the ASEAN market, Suzuki pursued sales growth by launching the underbone Smash 110. And in the Chinese market, Suzuki began launching models that comply with the National Standard III emission regulations that will come into force in July 2010.



Suzuki Endurance Racing Team, Bol d'Or 24 Hours



Loris Capirossi, MotoGP



Ryan Dungey, AMA SX Lites West

Marine Products

In terms of Outboard Motor exports in fiscal year 2009, combined shipment of CBU and KD for Suzuki Motor Thailand declined to 61% in units and 54% in amount compared to the previous year, due to the world wide economic recession.

The domestic sales also declined to 82% in units and 84% in amount compared to the previous year. The current Suzuki 4-Stroke Outboard Motor ranges from the lowest horsepower model DF2 (1.49kW, 2PS) to the highest horsepower model, the DF300 (220.7kW, 300 PS).

More fuel saving Lean Burn Control New DF40 (29.4kW, 40PS) / DF50 (36.8kW, 50PS) and DF300 (220.7kW, 300PS) were introduced at Miami International Boat Show in U.S. in February, 2010.



DF9.9



DF175



DF300



DF60



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, 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 R's (reduce, reuse, recycle), 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 not related to production, we also promote energy reduction in our offices and green purchasing, provide our employees with environmental education, promote environmental management at our dealers, and promote social action programs in local communities.

2009 Topics

- We published the Suzuki 2009 Environmental and Social Report. Suzuki has published an environmental report annually that covers all activities related to the environment since fiscal 1999.
- In activities related to product development, we introduced a newly developed Continuously Variable Transmission (CVT) on our Palette mini vehicle in September. The unit combines a new two-stage planetary gear mechanism along with the usual metal belt transmission mechanism, which allows a shift range that is approximately 25% wider than the previous CVT system. This system achieves higher fuel efficiency without diminishing the advantages of the previous CVT system.
- We also introduced a fuel cell powered version of our Burgman scooter at the 41st Tokyo Motor Show in October. Its simple, compact and light-weight air-cooled fuel cell system offers greater layout flexibility allowing the hydrogen tank to be installed in the frame for greater safety. This is also the first motorcycle fitted with a 70MPa hydrogen tank, which provides a 350km range per charge. We are planning to advance the practical use of fuel cell vehicles through verification tests on public roads.



Environmental and Social Report



Newly Developed Continuously Variable Transmission (CVT)



Burgman Fuel Cell Powered Scooter

Suzuki's business collaboration with other car manufacturers

The economic crisis following the bankruptcy of Lehman Brothers as well as rapidly growing public interest in global environment like never before, called for sweeping changes in the automotive industry. In the midst of increasingly severe circumstances, Suzuki and Volkswagen AG (VW) held number of discussions and concluded that the complementary strengths of each company make for a perfect fit in exploiting respective advantages. Suzuki and VW announced establishment of comprehensive partnership as independent and equal partners on 9th December 2009.

In order to realize various collaboration projects such as sustainable compact cars where demand is continuously growing, as well as green engineering and logistics, staff of both companies often travel between Hamamatsu and Wolfsburg to organize various meetings. To enable smooth communication and deepen cooperation between the companies, Suzuki established representative office in the VW headquarters in March 2010. VW also opened its office in Suzuki headquarters.

Besides VW, Suzuki has various partnerships with other automobile manufacturers in specific fields. Some of the examples are mutual OEM supply of vehicles between Nissan Motor Co., Ltd in domestic and overseas markets, OEM supply of vehicles to Mazda Motor Corporation, Adam Opel AG and Fiat Group Automobiles S.p.A., and licensing of diesel engine from Fiat Powertrain Technologies S.p.A.

Suzuki will hold comprehensive partnership with VW as a core, and continue to pursue synergetic effect through various cooperation projects, for efficient use of management resources.



Suzuki established comprehensive partnership with VW on 9th December 2009



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 (As of August 1, 2010)

[Representative Directors]

Chairman & CEO

Osamu Suzuki

Representative Director and Senior Managing Officer

Minoru Tamura
Takashi Nakayama
Takao Hirosawa

[Directors]

Director and Senior Managing Officer

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

[Senior Managing Officer]

Takumi Kunikiyo
Takeo Shigemoto

[Managing Officer]

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

[Auditors]

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.U.
Italy	Suzuki Italia S.p.A.
France	Suzuki France S.A.S.
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 Indomobil Motor
Thailand	Thai Suzuki Motor Co., Ltd.
Thailand	Suzuki Automobile (Thailand) Co., Ltd.
Malaysia	Suzuki Motorcycle Malaysia SDN.BHD.
Philippines	Suzuki Philippines Inc.
Cambodia	Cambodia Suzuki Motor Co., Ltd.
China	Suzuki Motor (China) Investment Co., Ltd.
Vietnam	Vietnam Suzuki Corporation
Taiwan	Taiwan Suzuki Automobile Corporation
Myanmar	Myanmar Suzuki Motor 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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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 35. 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 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, Chongqing Changan Suzuki Automobile Co.,Ltd. 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, 2010

