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.
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).

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.
## Financial Highlights

**SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES**

*Years ended March 31, 2010 and 2009*

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen (except per share amounts)</th>
<th>Thousands of U.S. dollars (except per share amounts)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Net sales</strong></td>
<td>¥2,469,063</td>
<td>¥3,004,888</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>28,913</td>
<td>27,429</td>
</tr>
<tr>
<td><strong>Net income per share:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary</td>
<td>62.76</td>
<td>61.68</td>
</tr>
<tr>
<td>Fully diluted</td>
<td>55.26</td>
<td>53.97</td>
</tr>
<tr>
<td>Cash dividends per share</td>
<td>12.00</td>
<td>16.00</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>1,089,757</td>
<td>742,915</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,479,336</td>
<td>1,267,790</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>2,381,314</td>
<td>2,157,849</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>141,846</td>
<td>141,203</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Year</th>
<th>Japan</th>
<th>Overseas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1,133</td>
<td>2,000</td>
<td>3,138</td>
</tr>
<tr>
<td>2007</td>
<td>1,212</td>
<td>2,412</td>
<td>3,624</td>
</tr>
<tr>
<td>2008</td>
<td>1,219</td>
<td>2,637</td>
<td>3,856</td>
</tr>
<tr>
<td>2009</td>
<td>1,139</td>
<td>2,494</td>
<td>3,633</td>
</tr>
<tr>
<td>2010</td>
<td>959</td>
<td>2,545</td>
<td>3,504</td>
</tr>
</tbody>
</table>

### Motorcycle Production

<table>
<thead>
<tr>
<th>Year</th>
<th>Japan</th>
<th>Overseas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>605</td>
<td>3,138</td>
<td>3,743</td>
</tr>
<tr>
<td>2007</td>
<td>621</td>
<td>3,183</td>
<td>3,804</td>
</tr>
<tr>
<td>2008</td>
<td>549</td>
<td>3,391</td>
<td>3,940</td>
</tr>
<tr>
<td>2009</td>
<td>312</td>
<td>3,295</td>
<td>3,607</td>
</tr>
<tr>
<td>2010</td>
<td>162</td>
<td>2,902</td>
<td>3,064</td>
</tr>
</tbody>
</table>

*Production in overseas | Production in Japan | Total

### 2010 Percentage of Net Sales By Business

- **Automobile**: 86.2%
- **Motorcycle**: 10.6%
- **Other**: 3.1%

*(Year ended March 31, 2010)*

### 2010 Net Sales By Market

- **Japan**: 31.3%
- **Asia**: 18.3%
- **Europe**: 5.3%
- **North America**: 6.6%
- **Other**: 5.3%

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

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

- 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.

- 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.
SUZUKI MOTOR CORPORATION

Year in Review

KIZASHI

SWIFT

SX4

SPLASH
  (manufactured at Magyar Suzuki Corporation in Hungary)

JIMNY

ALTO
  (manufactured at Maruti Suzuki India Limited in India)
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 stagnant, 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.
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.

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.
3. Suzuki Topics in Fiscal 2009
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.
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 lightweight 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.
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.
### 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 Azawa  
  Eiji Mochizuki

**[Senior Managing Officer]**
- Takumi Kunikyio  
- Takeo Shigemoto

**[Managing Officer]**
- Shigeaki Hamada  
- Sadayuki Inobe  
- Masatumi Yayoshi  
- Ichizo Aoyama  
- Toshiaki Hasuake  
- Hiroyasu Uchida  
- Takashi Iwatsuki  
- Kaoru Sato  
- Kazuo Hakamata  
- Hiroaki Matsuura  
- Seiichi Furusho

**[Auditors]**
- Tamotsu Kamimura  
- Yoshitaka Suzuki
- Corporate Auditor- non full-time  
  Nobuyasu Horituchi  
  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 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: 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.
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

Flow of products, parts
Flow of services

Manufacturing companies:

Consolidated subsidiaries
- Suzuki Seimitu Industries Co., Ltd.
- Suzuki Hamamatsu Auto Parts Mfg. Co., Ltd.
- Snic Co., Ltd.
- Suzuki Toyama Auto Parts Mfg. Co., Ltd.
- and other 5 companies

Companies in the application of the equity method
- Hamana Auto Parts Mfg. Co., Ltd.
- and other 1 company

Others:

Consolidated subsidiaries
- Suzuki Business Co., Ltd.
- and other 5 companies

Unconsolidated subsidiary
- Suzuki Motor Co., Ltd.

Logistics services:

Consolidated subsidiary
- Suzuki Transportation & Packing Co., Ltd.

The Company

Manufacturing & marketing companies:

Consolidated subsidiaries
- Thai Suzuki Motor Co., Ltd.
- Suzuki Motor España 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 Inc. and other 9 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 Corporation Ltd.
- Maruti Suzuki India Limited.
- PT. Suzuki Indomobil Motor and other 6 companies

Companies in the application of the equity method
- Chongqing Changan Suzuki Automobile Co., Ltd. and other 15 companies

Marketing companies:

Consolidated subsidiaries
- Suzuki Motor Sales Kinki Inc.
- Suzuki Motor Sales Tokyo Inc.
- American Suzuki Motor Corp. and other 87 companies

Companies in the application of the equity method
- Suzuki Motor Czech s.r.o. and other 10 companies

Marketing company:

Consolidated subsidiary
- Suzuki Marine Co., Ltd.

Manufacturing & marketing company:

Company in the application of equity method
- Arctic Cat Inc.

Finance company:

Consolidated subsidiary
- Suzuki Finance Co., Ltd. and other 1 company

Dealers & Customers